



**REPORT ON CORPORATE GOVERNANCE
AND OWNERSHIP STRUCTURE**

(approved by the Board of Directors of Enel S.p.A. on April 8, 2026)

- FINANCIAL YEAR 2025 -

www.enel.com

(Drawn up pursuant to Articles 123-*bis* of the Consolidated Financial Act
and 144-*decies* of CONSOB Issuers' Regulation)

TABLE OF CONTENTS

GLOSSARY AND DEFINITIONS 3

EXECUTIVE SUMMARY 4

A.	KEY DATA OF THE ENEL GROUP.....	4
B.	OWNERSHIP STRUCTURE.....	5
C.	CORPORATE GOVERNANCE MODEL.....	6
D.	COMPOSITION OF THE BOARD OF DIRECTORS AND THE COMMITTEES.....	7
E.	FUNCTIONING OF THE BOARD OF DIRECTORS AND COMMITTEES.....	9
F.	CONTROL SYSTEM AND RISK GOVERNANCE MODEL.....	10
G.	SUSTAINABILITY: THE PURSUIT OF SUSTAINABLE SUCCESS.....	12

SECTION I: OWNERSHIP STRUCTURE 16

1.	OWNERSHIP STRUCTURE.....	16
1.1	Share capital structure.....	16
1.2	Major shareholdings and shareholders' agreements.....	16
1.3	Limit on the ownership of shares and voting rights.....	16
1.4	Special powers of the Italian Government.....	16
1.5	Employee-shareholdings: mechanism for exercising voting rights.....	17
1.6	Election and replacement of directors and amendments of the bylaws.....	17
1.7	Authorizations to increase the share capital and to buy back shares.....	17
1.8	"Change-of-control" clauses.....	18
1.9	Compensation owed to directors in the event of early termination of the relationship, including as the result of a takeover bid.....	21

SECTION II: IMPLEMENTATION OF THE RECOMMENDATIONS OF THE CORPORATE GOVERNANCE CODE AND ADDITIONAL INFORMATION..... 22

1.	BOARD OF DIRECTORS.....	22
1.1	Current composition and term.....	22
1.2	Election, replacement and contingency plan.....	22
1.3	Role and functions.....	25
1.4	Functioning regulation.....	29
1.5	Board meetings.....	30
1.6	Chairman.....	30
1.7	Chief Executive Officer.....	31
1.8	Executive and Non-executive directors.....	32
1.9	Independent directors.....	32
1.10	Limits on the number of offices held by directors.....	34
1.11	Evaluation of the functioning of the Board of Directors and its Committees and guidelines on the qualitative and quantitative composition of the Board of Directors deemed optimal.....	35
1.12	Board induction and update of the Board of Directors.....	37

1.13	Diversity policy of the board of directors and measures adopted to promote the equal treatment and opportunities regardless of gender within the company structure.....	37
1.14	Remuneration.....	39
2.	COMMITTEES.....	40
2.1	Organizational and functioning rules.....	40
2.2	Nomination and Compensation Committee.....	41
2.3	Control and Risk Committee.....	44
2.4	Related Parties Committee.....	46
2.5	Corporate Governance and Sustainability Committee.....	47
3.	BOARD OF STATUTORY AUDITORS.....	49
3.1	Current composition and term.....	49
3.3	Tasks and prerogatives.....	50
3.4	Meetings of the Board of Statutory Auditors.....	50
3.5	Evaluation of the functioning of the Board of Statutory Auditors.....	51
3.6	Diversity policy of the Board of Statutory Auditors.....	52
3.7	Remuneration.....	53
4.	THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM.....	53
5.	EXECUTIVE IN CHARGE OF PREPARING CORPORATE ACCOUNTING DOCUMENTS.....	54
5.1	The system of risk management and internal control over financial, tax and non-financial information.....	55
6.	EXTERNAL CONTROLS.....	58
6.1	Audit firm.....	58
6.2	Oversight of the Italian Court of Auditors ("Corte dei Conti").....	59
7.	ENGAGEMENT POLICY.....	59
8.	SHAREHOLDERS' MEETINGS.....	61
9.	OTHER CORPORATE GOVERNANCE PRACTICES.....	63
9.1	Related party transactions.....	63
9.2	Processing of corporate information.....	65
9.3	Code of Ethics.....	66
9.4	Organizational and Management Model pursuant to Legislative Decree No. 231/2001.....	66
9.5	"Zero Tolerance for Corruption" plan and Anti-corruption management system.....	67
9.6	Human Rights Policy.....	68
SCHEDULE 1: BIOGRAPHY OF THE MEMBERS OF THE BOARD OF DIRECTORS.....		69
SCHEDULE 2: BIOGRAPHY OF THE REGULAR MEMBERS OF THE BOARD OF STATUTORY AUDITORS.....		74
TABLE 1: STRUCTURE OF ENEL'S BOARD OF DIRECTORS.....		76
TABLE 2: STRUCTURE OF ENEL'S BOARD COMMITTEES.....		79
TABLE 3: STRUCTURE OF ENEL'S BOARD OF STATUTORY AUDITORS.....		80

Glossary and definitions

For the purposes of this document, the terms below shall have the meanings assigned to them below.

Term	Meaning
Borsa Italiana	Borsa Italiana S.p.A.
CONSOB	The Italian financial market authority, <i>i.e.</i> “Commissione Nazionale per le Società e la Borsa”.
Consolidated Financial Act	Legislative Decree No. 58 of 24 February 1998, as amended and supplemented.
Corporate Governance Code	The Italian Corporate Governance Code, approved in January 2020 by the Corporate Governance Committee (promoted by ABI, Ania, Assogestioni, Assonime, Borsa Italiana and Confindustria).
Corporate Sustainability Reporting Directive	The Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 amending certain European regulations and directives as regards corporate sustainability reporting.
Enel Group or Group	Enel and its subsidiaries pursuant to Article 2359 of the Civil Code.
Enel or Company	Enel S.p.A.
<i>Engagement Policy</i>	Policy for the management of the dialogue with institutional investors and with the generality of shareholders and bondholders of Enel, adopted by the Company in implementation of the recommendations of the Corporate Governance Code.
ESG	The combination of Environmental, Social and Governance factors summarized in the concept of sustainability.
ESRS	The sustainability reporting standards set forth in the Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023.
Issuers’ Regulation CONSOB	The Regulations concerning the discipline of issuers adopted by CONSOB with resolution No. 11971 of 14 May 1999, as subsequently amended and supplemented.
LTI Plan(s)	Long-term incentive plan(s) of Enel reserved to the management of Enel itself and/or its subsidiaries pursuant to Article 2359 of the Italian Civil Code.
MBO Plan (s)	Short-term incentive plan(s) for the Chief Executive Officer/General Manager of the Company.
Supervisory Body or SB	The body established within Enel pursuant to Article 6 of Legislative Decree No. 231 of 8 June 2001 on the administrative liability of legal persons, companies and associations, including those without legal personality.
Sustainable Development Goals or SDGs	The Sustainable Development Goals of the United Nations.
Sustainable Success	According to the provisions of the Corporate Governance Code, it is the objective that guides the actions of the board of directors to create long-term value for the benefit of shareholders, taking into account the interests of other stakeholders relevant to the company.

Report on corporate governance and ownership structure

EXECUTIVE SUMMARY

Enel is the parent company of a multinational group that is one of the worldwide leaders in the electricity and gas sector, with a particular *focus* on Europe, Latin America and North America. The Enel Group operates in 28 countries across five continents (with

over 1,600 companies), where it produces electricity through a net installed capacity of around 87 GW and distributes electricity on a network of approximately 1.88 million kilometres. The Enel Group, with approximately 69.1 million of end users throughout the world, has the largest customer base among European operators in the sector.

A. Key data of the Enel Group

(Data in million of Euro)

Data	2025	2024	Change
Ordinary EBITDA	22,874	22,801	+0.3%
Group net ordinary income	7,011	7,135	-1.7%
Net financial debt (as of December 31)	57,182	55,767	+2.5%
Capitalization (as of December 31)	90,250	70,008	+28.9%
Employees (as of December 31)	61,634	60,359	+2.1%

Performance of Enel's stock compared to the FTSE-MIB index and EUROSTOXX Utilities Index from January 1, 2025 to December 31, 2025 (100 basis)



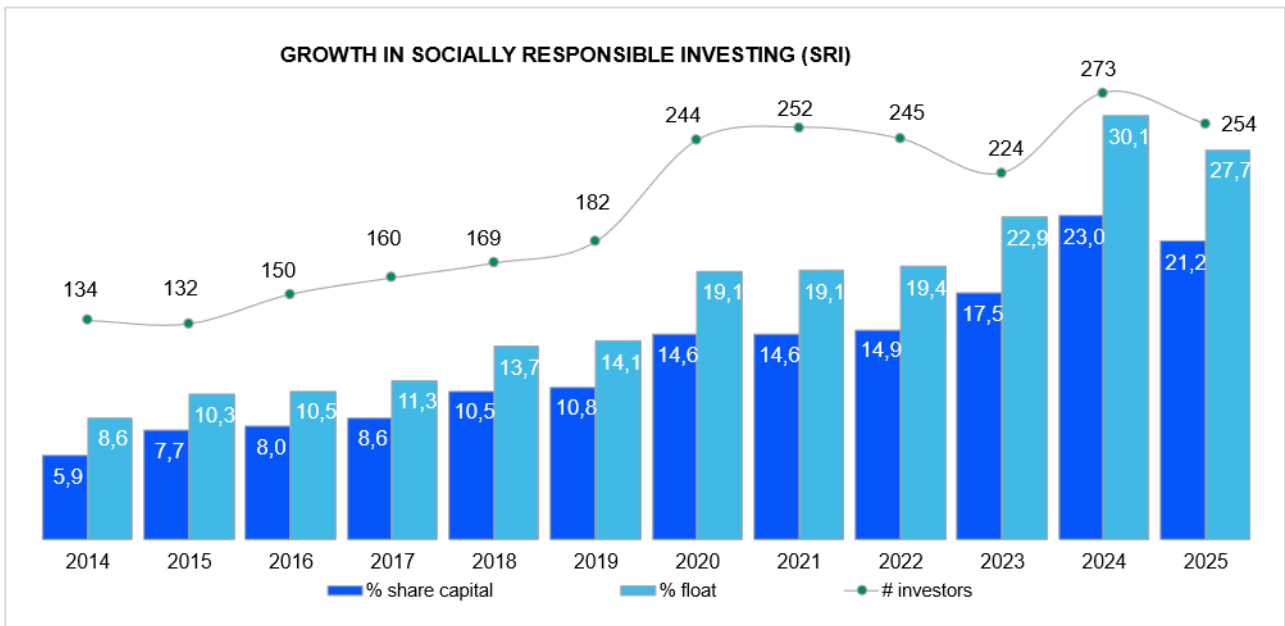
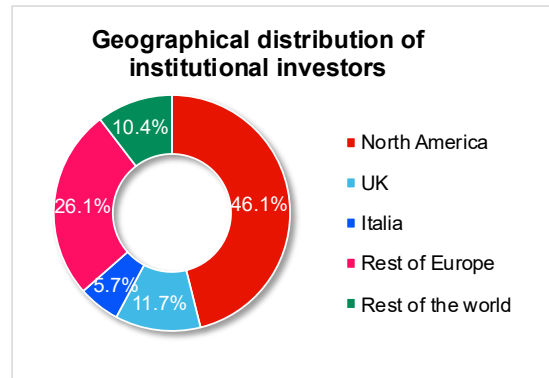
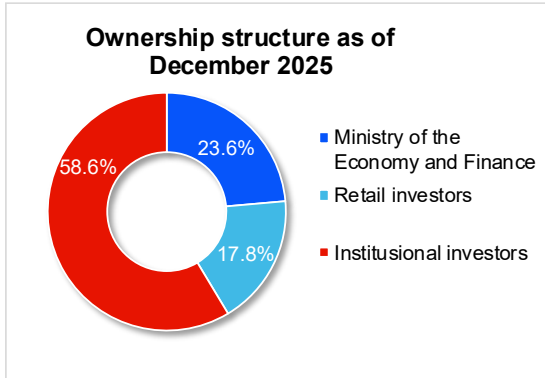
Source: Bloomberg data

B. Ownership structure

Since 1999 Enel is listed on the Euronext Milan market organized and managed by Borsa Italiana, with one of the highest number of shareholders among all Italian companies (about 560,000 counting both retail and institutional investors). Enel’s shareholders include the most important international investment funds, insurance companies, pension funds and ethical funds, also thanks to the implementation by Enel and the Group

of the best international practices on transparency and corporate governance.

In addition, as of the date of this report, the Enel Group includes other 9 listed companies whose shares are listed on the Brazilian, Chilean, Peruvian, Spanish and United States Stock Exchanges.



C. Corporate governance model

The corporate governance structure of Enel is compliant with the principles contained in the Corporate Governance Code ⁽¹⁾, to which the Company adheres as “large company” with “non-concentrated ownership” ⁽²⁾ and is also inspired by international best practices.

The corporate governance system adopted by Enel is aimed at achieving the objective of Sustainable Success, as it seeks to create value for the shareholders over the long term, taking into account both the environmental and social relevance of the Group’s business operations and the consequent need, in conducting such operations, to adequately consider the interests of the relevant stakeholders. The system of corporate governance adopted by Enel and described in this document is functional to the performance of business activities and the pursuit of corporate strategies.

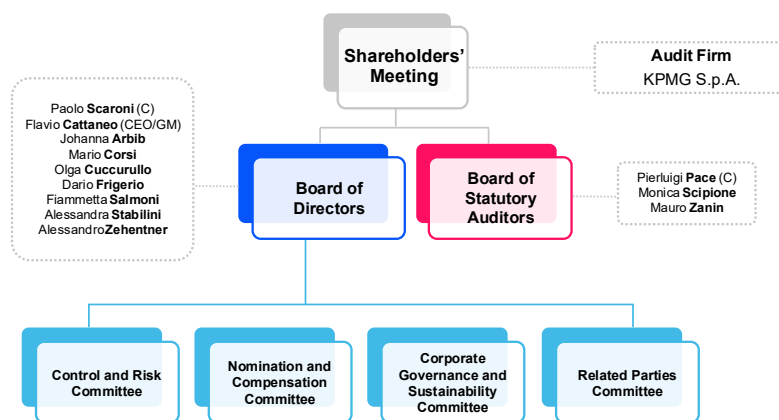
In compliance with the current legal framework applicable in Italy to listed companies, the corporate governance model of the Company includes:

- a board of directors responsible for managing the Company, which established among its members (i) board committees with preliminary, proactive and advisory functions, in order to ensure an effective performance of its functions, as well as (ii) a related-parties committee, which carries out the functions set out by law and by the specific corporate procedure;
- a board of statutory auditors responsible for monitoring (i) the Company’s compliance with the law and bylaws, as well as compliance with proper management principles in the carrying

out of the Company’s activities, (ii) the process of financial and non-financial disclosure, as well as the adequacy of the Company’s organizational structure, internal audit system, and administration and accounting system, (iii) the audit of the stand-alone and the consolidated financial statements and the assurance activity of the sustainability statement, as well as the independence of the external audit firm and, lastly (iv) how the corporate governance rules provided by the Corporate Governance Code are actually implemented;

- a shareholders’ meeting, called to resolve – in either an ordinary or extraordinary session – among other things, upon: (i) the appointment or removal of members of the board of directors and the board of statutory auditors, as well as their compensation and responsibilities, (ii) the approval of financial statements and the allocation of net earnings, (iii) the purchase and sale of treasury shares, (iv) the remuneration policy and its implementation, (v) the share-based compensation plans, (vi) amendments to the Company’s bylaws, (vii) mergers and demergers, and (viii) the issue of convertible bonds.

The external audit of the accounts is entrusted to a specialized firm enrolled in the relevant registry and appointed by the shareholders’ meeting, upon a reasoned proposal by the board of statutory auditors. With reference to the financial year 2025, the same external audit firm (KPMG S.p.A.) also carried out the assurance engagement of the consolidated sustainability statement of the Enel Group.



⁽¹⁾ The Corporate Governance Code is available on Borsa Italiana’s website (<https://www.borsaitaliana.it/comitato-corporate-governance/codice/2020-eng.en.pdf>).

⁽²⁾ The Corporate Governance Code defines “large companies” those companies whose capitalization was greater than €1 billion on the last exchange business day of each of the previous three

calendar years, and “companies with concentrated ownership” those companies in which a single shareholder (or a plurality of shareholders which participates in a shareholders’ voting agreement) holds, directly or indirectly (through subsidiaries, trustees or third parties), the majority of the votes that can be exercised in the ordinary shareholders’ meeting.

Enel – report on corporate governance and ownership structure for year 2025

D. Composition of the board of directors and the committees

The following tables provide a summary of the main data on the composition of the board of directors and board committees in office.

Composition of the board of directors in office Financial year 2025							
Director	Office	Role	M/m	CRC	NCC	RPC	CGSC
Paolo Scaroni	Chairman	Non-executive and independent	M				✓ (C)
Flavio Cattaneo	CEO/GM	Executive	M				
Johanna Arbib	Director	Non-executive and independent	M		✓		✓
Mario Corsi	Director	Non-executive and independent	m	✓		✓	
Olga Cuccurullo	Director	Non-executive (*)	M	✓	✓		
Dario Frigerio	Director	Non-executive and independent	m	✓ (C)	✓		
Fiammetta Salmoni	Director	Non-executive and independent	M		✓	✓ (C)	
Alessandra Stabilini	Director	Non-executive and independent	m		✓ (C)		✓
Alessandro Zehentner	Director	Non-executive and independent	M	✓		✓	

CEO/GM: Chief Executive Officer/General Manager

CRC: Control and Risk Committee

NCC: Nomination and Compensation Committee

RPC: Related Parties Committee

CGSC: Corporate Governance and Sustainability Committee

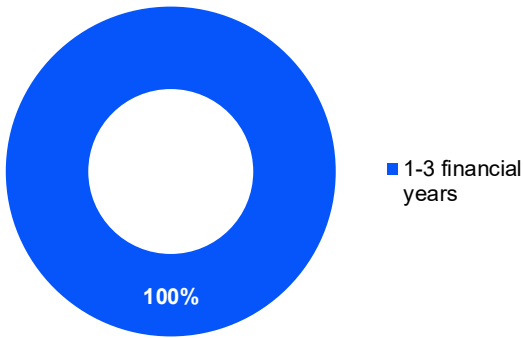
C: Chairman of the Committee

M/m: Drawn from the slate that obtained the majority (M)/minority (m) of the votes expressed by the share capital represented at the shareholders' meeting.

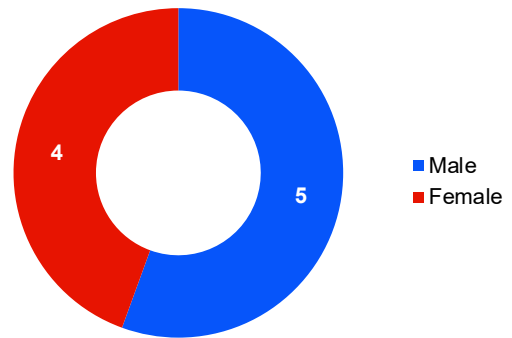
(*) Please note that in February 2026, the board of directors recognized that director Olga Cuccurullo meets the independence requirements set forth in both the Consolidated Financial Act and the Corporate Governance Code (for further information, please refer to the paragraph entitled "Board of Directors - Independent directors" in the second section of this document).

Enel – report on corporate governance and ownership structure for year 2025

Seniority diversity



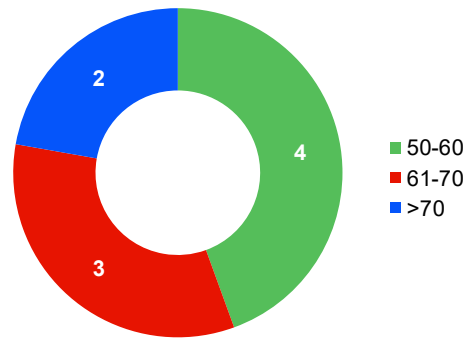
Gender diversity



Background



Age diversity



Director	Office	Mix of expertise and experience - Skill matrix							
		Energy sector	Strategic view	Business Judgement	Accounting, finance and risk management	Environmental, Social and Corporate Governance	Legal and compliance	Communication and marketing	Experience in international context ⁽³⁾
Paolo Scaroni	Chairman	✓	✓	✓	✓	✓	✓		✓
Flavio Cattaneo	CEO/G M	✓	✓	✓	✓	✓	✓	✓	✓
Johanna Arbib	Director			✓	✓	✓		✓	✓
Mario Corsi	Director	✓	✓	✓	✓	✓			✓
Olga Cuccurullo	Director	✓		✓		✓	✓		
Dario Frigerio	Director		✓	✓	✓	✓			✓
Fiammetta Salmoni	Director			✓		✓	✓		✓
Alessandra Stabilini	Director			✓	✓	✓	✓		
Alessandro Zehentner	Director	✓		✓	✓				✓

⁽³⁾ According to the Diversity Policy adopted by the board of directors, “Experience in international context” is evaluated on the basis of each director’s managerial, professional, academic or institutional activity in international contexts.

Enel – report on corporate governance and ownership structure for year 2025

Changes with respect to the previous mandate			
	Current mandate	Previous mandate	FTSE-MIB
Number of directors	9	9	12.5 ⁽¹⁾
Directors drawn from the minority slate	3 (33.3%)	6 (66.7%) ⁽²⁾	2.2 (18%)
Female members of the BoD	4 (44.4%)	4 (44.4%)	5.5 (44%)
Independent directors under the Corporate Governance Code	7 (77.8%) ⁽³⁾	8 (88.9%) ⁽³⁾	8.3 (67%) ⁽¹⁾
Average age of directors	62	57.3	59.7 ⁽¹⁾
Seniority in office (in financial years)	3	4.7	5.3 ⁽¹⁾
Executive status of the Chairman	No	No	17.6% ⁽¹⁾

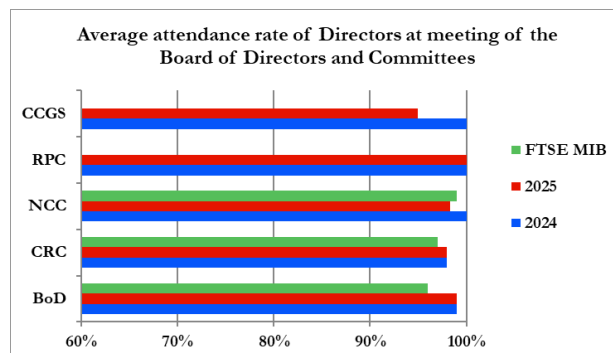
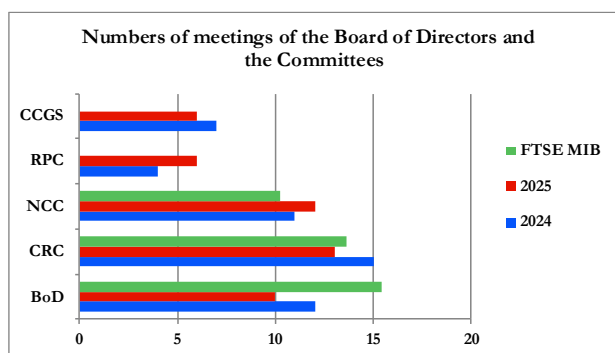
⁽¹⁾ Source: Assonime, “Report on *Corporate Governance in Italy: the implementation of the Italian Corporate Governance Code (2025)*”, February 2026.

⁽²⁾ It should be noted that during the ordinary shareholders’ meeting held on May 14, 2020, the slate – submitted by a group of institutional investors – that obtained the majority of votes expressed by the share capital represented in the meeting did not contain a sufficient number of candidates to appoint seven tenths of the directors to be elected; therefore, as provided for by the Corporate bylaws, the candidates necessary to complete the board of directors were drawn from the minority slate submitted by the shareholder Ministry of the Economy and Finance.

⁽³⁾ The directors qualified as independent pursuant to the Corporate Governance Code have been deemed independent also pursuant to the Consolidated Financial Act. Please note that the figure of independent directors concerning the “current mandate” refers to the financial year 2025; in February 2026 the board of directors recognized that director Olga Cuccurullo meets the independence requirements set forth in both the Corporate Governance Code and the Consolidated Financial Act (for further information, please refer to the paragraph “Board of Directors - Independent directors” in the second section of this document).

E. Functioning of the board of directors and committees

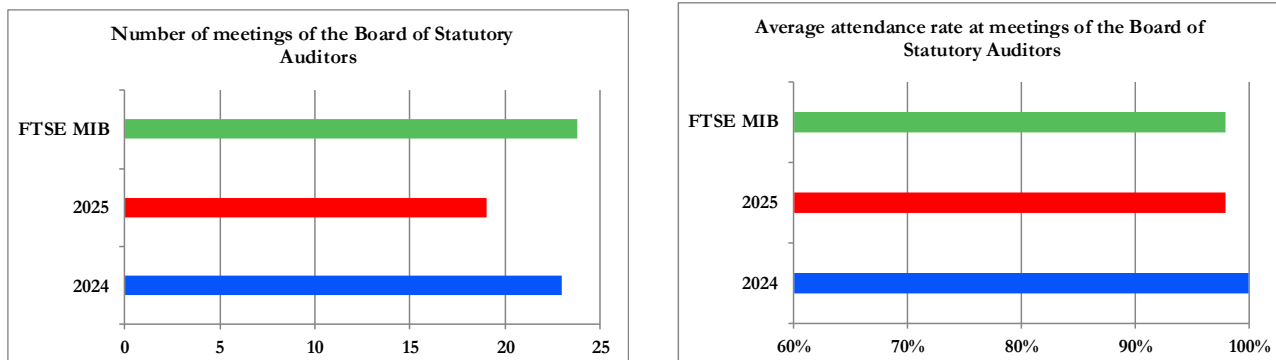
The following graphs provide a summary of the main data on the functioning of the board of directors and the board committees during 2025.



Board review process	Completion	Type of evaluation	Reviewer
Board review 2025	Yes	Independent	Eric Salmon & Partners S.r.l.

F. Control system and risk governance model

The following charts provide a summary of the main data on the functioning of the board of statutory auditors during 2025.



Main elements of the risk control system	Yes/No
Existence of a document setting forth the guidelines of the internal control and risk management system	Yes
Existence of a Mandate of the “Audit” function approved by the board of directors	Yes
Existence of special organizational structures in charge of risk management activities and of monitoring legal and non-compliance risk	Yes
Annual assessment on the compatibility of the business risks with a management of the business that is consistent with the strategic objectives identified	Yes
Preparation of specific compliance programs (Organizational and Management Model pursuant to Legislative Decree 231/2001, Zero tolerance for corruption, human rights Policy, <i>etc.</i>)	Yes
Preparation of a contingency plan in order to ensure the proper management of the Company in the event of “crisis management” (<i>i.e.</i> early termination of the chief executive officer before the expiry of the ordinary term of office)	Yes

The risk governance model of Enel Group

The Enel Group, in carrying out its activities, is exposed to risks that could affect its economic and financial results if not effectively monitored, managed and mitigated.

In this regard, in accordance with the architecture of internal control and risk management system (“ICRMS”) adopted by Enel, the Group has adopted a risk governance model based on certain “pillars” described below, as well as a homogeneous taxonomy of risks (the so-called “risk catalogue”) that facilitates their management and organic representation.

The “pillars” of risk governance

Enel has adopted a reference model of risk governance, which is detailed by specific management, monitoring, control and reporting safeguards for each of the risk categories identified.

The risk governance model of the Group is in line with the best national and international risk management practices and is based on the following pillars:



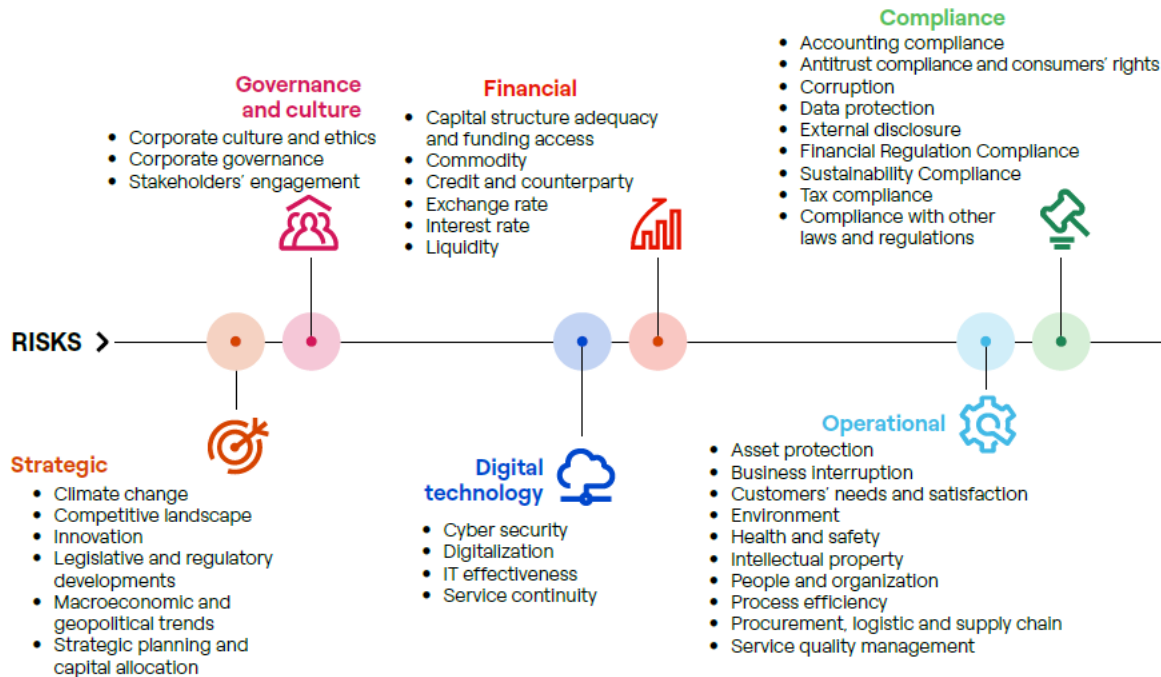
1. **Lines of defence.** In relation to risk management, monitoring and control activities, the Group adopts safeguards structured on the following three lines of defence:
 - (i) “line control” or “first level control”, consisting of the set of control and management activities carried out by individual operating units on their own processes and the risks arising from them;
 - (ii) “second level” controls, entrusted to specific corporate functions and aimed at ensuring the monitoring of the types of risks described in the Group’s risk catalogue;
 - (iii) internal audit activities (“third level” controls), aimed at verifying the effectiveness and adequacy of the internal control and risk management system as a whole, including by monitoring first and second level control activities.
2. **Group Risk Committee.** This committee, established at managerial level and chaired by the chief executive officer, is responsible for strategic guidance and supervision of risk management through:
 - analyzing the main exposures and risk issues of the Group;
 - the adoption of specific risk policies applicable to Group companies, in order to identify roles and responsibilities for risk management, monitoring and control processes, in compliance with the principle of organizational separation between the structures in charge of management and those responsible for risk monitoring and control;
 - the approval of specific operational limits, authorizing, where necessary or appropriate, derogations for specific circumstances or needs;
 - the definition of risk response strategies.

The Group Risk Committee ordinarily meets at least four times a year and may also be convened, when deemed necessary, by the chief executive officer and the head of the “Risk Control” unit, located within the “Administration, Finance and Control” function.
3. **Integrated and widespread system of local risk committees.** The presence of specific local risk committees, organised according to the Group’s main global business lines and geographic areas of presence and chaired by their respective top managers, guarantees adequate control over the most relevant risks at a local level. The coordination of these committees with the Group Risk Committee facilitates the appropriate sharing of information and mitigation strategies for the most relevant exposures with the Group’s top management, as well as the implementation at local level of the guidelines and strategies defined at Group level.
4. **Risk Appetite Framework (“RAF”).** The Risk Appetite Framework constitutes the reference framework for determining the risk appetite and is an integrated and formalized system of elements that allow the definition and application of a univocal approach to the measurement, management and control of each risk. The RAF is summarized in the Risk Appetite Statement, a document that synoptically summarizes the risk strategies identified and the indicators and/or limits applicable to each risk.
5. **Risk Policies.** The allocation of responsibilities, coordination mechanisms and main control activities are represented in specific policies and organizational documents defined according to specific approval processes involving the corporate structures directly concerned.
6. **Reporting.** Specific and regular flows of information on risk exposures and metrics, declined at the level of the Group and individual global business lines or geographies, allow the top management and corporate bodies of Enel to have an integrated view of the Group’s main risk exposures, both current and prospective.

The risk catalogue of the Group

Enel has adopted a risk catalogue, which represents the point of reference at Group level and for all corporate structures involved in risk management and monitoring processes. The adoption of a common language facilitates the mapping and organic representation of risks within the Group, thus enabling the identification of the main types of risk inherent in business processes and the roles of the organizational units involved in their management.

Within the risk catalogue, risk types are grouped into macro-categories, which include, as represented below, strategic risks, financial and operational risks, (non-)compliance risks, governance and corporate culture risks, and digital technology risks.



For a detailed illustration of the main types of risks to which the Enel Group is exposed, as well as of the main activities carried out to mitigate their effects and ensure that they are adequately managed, please refer to the 2025 annual financial report, which is available at the Company's registered office and on the Company's website (www.enel.com).

G. Sustainability: the pursuit of Sustainable Success

Enel pursues the objective of Sustainable Success, continuing its commitment to fight climate change through the achievement of the goals of the Paris Agreement and of the SDGs and the development of a long-term energy transition strategy, accompanied also by a solid “Just transition” plan; moreover, in pursuing climate change mitigation strategies, Enel takes care to ensure that no harm is caused to nature or to the rights of local communities, customers, suppliers, and employees of the Group.

In this context, Enel's *corporate governance* system monitors the integration of sustainability into corporate strategies in relation to the different phases: (i) analysis of the sustainability context and megatrends; (ii) double materiality analysis and engagement with stakeholders; (iii) sustainability planning; (iv) definition and implementation of specific sustainability actions and projects; (v) monitoring of sustainability performances; (vi) sustainability disclosure; (vii) review of ESG ratings and indexes. All phases of this process leverage on constant listening and engagement with internal and external stakeholders and on respect for human rights.

Integration of sustainability in the corporate governance model

Sustainability issues are adequately considered in all relevant corporate decision-making processes, according to a system of functions and responsibilities reaching up to Enel's main corporate governance bodies.

Enel – report on corporate governance and ownership structure for year 2025

As explained in greater detail in the second section of this document, the board of directors of Enel ensures the integration of ESG profiles in the business strategies, as well as the overall alignment of the business model with energy transition and decarbonization objectives ⁽⁴⁾.

In carrying out this task, the board of directors is supported by some of its internal committees. In particular, the corporate governance and sustainability committee performs preliminary and advisory functions in relation to ESG matters, examining the sustainability plan and assessing periodically the achievement of the related objectives, monitoring the inclusion of the Company in the main sustainability indexes as well as its participation in the most significant international events in this field. The control and risk committee, in turn, is responsible for monitoring business risks related to sustainability issues, examining and evaluating, in particular, the methods by which the main ESG risks are identified, measured, managed, and monitored. Further specific responsibilities of the board committees in relation to sustainability are mentioned below in this paragraph.

Enel also takes into account the need to pursue Sustainable Success in: (i) the process of developing the remuneration policy for the Chief Executive Officer/General Manager and executives with strategic responsibilities, defining specific sustainability objectives, to the achievement of which is subject a significant component of the variable remuneration; (ii) the internal control and risk management system, consisting of the set of rules, procedures and organizational structures aimed at effectively and efficiently identifying, measuring, managing and monitoring the main corporate risks.

ESG context and megatrends analysis and double materiality analysis

In order to identify the relevant issues of environmental, social, and governance nature (so-called “sustainability issues”), the Enel Group annually conducts a “double materiality” analysis, which comprises the following two dimensions:

- “impact materiality”, which refers to sustainability issues linked to the significant impacts of the Group, whether negative or positive, actual or potential, on people or the environment in the short, medium, or long term;
- “financial materiality”, which regards the way in which sustainability issues affect the financial results of the Group and, in particular, focuses on how the risks and opportunities arising from them may influence economic performance in the short, medium, and long term.

The double materiality process consists of the following four steps ⁽⁵⁾:

- understanding of the internal and external context;
- identification of “Impacts, Risks and Opportunities” (so-called “IRO”) and of the related potentially material sustainability issues;
- assessment by the relevant internal and external stakeholders and identification of material IROs;
- reporting of results as part of the sustainability statement.

In particular, the Group conducts an analysis of the internal context based primarily on the industrial plan, and a macro analysis of the context in which it operates; the latter analysis is aimed at identifying the main trends and uncertainties related to the energy transition, the competitive landscape and the context of reference, and at identifying the most relevant trends in the ESG field (so-called “ESG megatrends”).

Furthermore, as part of the double materiality process, Enel structurally integrates the constant dialogue held with various categories of relevant stakeholders – including suppliers, employees, institutions, the financial community, customers, local communities, industry associations and sustainability networks – with the aim of identifying the environmental, social and governance issues deemed to be priorities by the same stakeholders. This constant

⁽⁴⁾ For further information on (i) the role and responsibilities of the administrative, management and control bodies with regard to sustainability matters, (ii) how such bodies are informed about sustainability matters, as well as (iii) how these matters were addressed during the financial year 2025, please refer to the information provided – in accordance with ESRS 2 GOV-1 and GOV-2 – in the consolidated sustainability statement included in the annual financial report for the financial year 2025.

⁽⁵⁾ For further information on (i) the process to identify and assess material impacts, risks and opportunities relevant to sustainability matters, as well as (ii) how the interests and views of stakeholders are taken into account in the strategy and business model, please refer to the information provided – in accordance with ESRS 2, SBM-2, SMB-3 and IRO-1 – in the consolidated sustainability statement included in the annual financial report for the financial year 2025.

Enel – report on corporate governance and ownership structure for year 2025

dialogue allows the Group to guide its strategic guidelines in an informed manner, concretely contributing to the pursuit of Sustainable Success and the creation of shared value.

The double materiality process is integrated into the internal control and risk management system (“ICRMS”), which includes specific activities of mapping of such process, of assessment of the related risks, and of identification and monitoring of controls aimed at reducing the possibility of the occurrence of these risks. For a more detailed description of the ICRMS, please refer to the paragraph under the same name in the second section of this document.

Finally, please note that the double materiality analysis is subject to examination by the corporate governance and sustainability committee established within the board of directors of Enel.

Definition of sustainability targets

The Enel Group defines short, medium, and long-term sustainability targets integrated into the industrial plan, in order to make its commitment to ESG issues transparent and verifiable and to contribute to the achievement of the 17 SDGs. These targets are updated every year in line with the Group’s strategic guidelines and with the results of the double materiality analysis, so as to ensure their association with the relevant issues and the corresponding IROs. These targets are monitored periodically, in order to measure the performance attained and define, where necessary, any corrective actions to ensure they are achieved.

The process of definition of the Group’s sustainability targets is set in a context of energy transition and takes into account also the needs and point of view of the relevant internal and external stakeholders; it aims to address climate change in a synergetic way, promoting nature protection and conservation by defining specific targets and maintaining the commitment for biodiversity protection.

In this context, through its Just transition plan, the Group works in an integrated manner on both the environmental and social dimensions, throughout the whole value chain, being aware that the categories most affected by energy transition are the communities, the suppliers, the clients and the people. Enel devotes constant attention to those categories, also through its commitment to respecting human rights, reflected in a dedicated policy. Lastly, the Group is committed to protect continuously the health and safety on the workplace of employees and suppliers, as a shared responsibility at every level.

To ensure the effective implementation of the various sustainability targets, creating shared value also for stakeholders, the Group designs, implements and reports on additional initiatives aimed at promoting Sustainable Success, focusing primarily on the following issues: (i) access to energy; (ii) socio-economic development; (iii) education and training; (iv) just transition; (v) quality of life; and (vi) sustainable infrastructures.

Roadmap and targets for the reduction of greenhouse gas emissions

As part of its commitment to fighting climate change, Enel’s decarbonization roadmap is in line with the objective of limiting global warming to below 1.5 °C and, therefore, with the Paris Agreement on climate change.

In particular, the decarbonization roadmap envisions the zeroing of net emissions by 2040, covering both direct and indirect emissions throughout the Group’s value chain through four targets, certified by the Science Based Targets initiative in line with the 1.5°C scenario.

To ease its target of zeroing of both direct and indirect net emissions, Enel also sets medium-term (2030) and short-term targets; in particular, under this latter profile, it defines an annual target for the last year of the three-year period referred to in the industrial plan. Enel monitors and also publishes (i) annually, emissions data in order to assess any deviation from the targets, and (ii) every six months, the most material climate performance indicators. This approach allows for the timely identification of any deviations from the decarbonization roadmap and the implementation of the appropriate corrective measures.

In this context, Enel’s corporate governance system ensures that the risks and opportunities relating to climate change are appropriately considered in all relevant corporate decision-making processes, by assigning specific tasks and responsibilities for the main corporate governance bodies.

For further information with regard to the decarbonization roadmap and the sustainability targets, please refer to the sustainability statement included in the annual financial report for the financial year 2025.

Sustainability disclosure and ESG rating and indexes

In order to transparently represent to its stakeholders the value created and the sustainability of the corporate business, since 2003 Enel has published an annual sustainability report; moreover, starting from 2017, in compliance with the requirements of Legislative Decree No. 254/2016, Enel also published the consolidated non-financial statement.

Since the financial year 2024, in application of Legislative Decree No. 125/2024 (which implemented in Italy the provisions of the Corporate Sustainability Reporting Directive), Enel has drafted a consolidated sustainability report, which is included in a separate section of the management report and therefore is part of the annual financial report. Such sustainability statement contains qualitative and quantitative information on ESG issues that were found to be relevant on the basis of the double materiality analysis.

The consolidated sustainability statement is drafted in compliance with the sustainability reporting standards set forth in the Commission Delegated Regulation (EU) 2023/2772 of 31 July 2023, that implemented the provisions of the Corporate Sustainability Reporting Directive, providing the technical guidelines necessary for its application, according to specific reporting standards defined in the ESRS, which were developed by EFRAG (European Financial Reporting Advisory Group). In line with the provisions introduced by the Delegated Regulation (EU) 2025/1416 (so-called “Quick Fix Amendment”), for the financial year 2025 Enel has chosen to avail itself of the option to postpone the application of certain disclosure requirements, as well as to provide summarized information for certain material topics.

The consolidated sustainability statement is examined by the control and risk committee and the corporate governance and sustainability committee, which are called upon to issue specific opinions on them within the scope of their respective tasks, in view of the approval by the board of directors of the annual financial report.

The annual financial report, which includes the consolidated sustainability statement, is available to the public at the Company’s registered office and on the Company’s website.

The reporting on sustainability required by current legislation is also integrated by Enel, on a voluntary basis, with additional information aimed at meeting the needs of specific categories of stakeholders, promoting an integrated and differentiated disclosure model.

In particular, voluntary disclosure initiatives allow to strengthen the link between sustainability and value creation for the company and the territories, integrating data, evidence and stories into a multi-channel and coordinated narrative that reaches the different categories of stakeholders.

Eventually, Enel is constantly committed to reporting its performance on all sustainability aspects, also in consideration of the evaluations of ESG rating agencies, which are a support tool for investors in assessing the sustainability of the various business models and in identifying sustainability-related risks and opportunities in their investment portfolio.

SECTION I: OWNERSHIP STRUCTURE

1. Ownership structure

1.1 Share capital structure

The Company's share capital consists exclusively of ordinary shares with full voting rights at both ordinary and extraordinary shareholders' meetings. At the end of the 2025 financial year (and as of the date of this report), Enel's share capital amounted to Euro 10,166,679,946, comprised of the same number of ordinary shares with no par value ⁽⁶⁾, which are listed on the Euronext Milan market, organized and managed by Borsa Italiana.

1.2 Major shareholdings and shareholders' agreements

Based upon the entries in Enel's shareholders' ledger, reports made to CONSOB and received by the Company, and other available information, as of the date of this report the Company's shareholders holding a stake exceeding 3% of the Company's share capital are:

Principal shareholders	% of the share capital
Ministry of the Economy and Finance	23.59%
BlackRock Inc.	5.02%

To the Company's knowledge, no shareholders' agreements, as defined in the Consolidated Financial Act, exist with regard to Enel's shares.

The Company is subject to the *de facto* control of the Ministry of the Economy and Finance, which so far has had sufficient votes in Enel's ordinary shareholders' meetings to appoint the majority of directors; however, the above-mentioned Ministry is not in any way involved in managing and coordinating the Company, since the Company makes its management decisions on a fully independent basis in accordance with the structure of duties and responsibilities assigned to its corporate bodies; the foregoing is confirmed by Article 19, paragraph 6, of Law Decree No. 78/2009 (subsequently converted into Law No. 102/2009), which clarified that the regulations contained in the Italian Civil Code regarding the management and coordination of companies do not apply to the Italian Government.

⁽⁶⁾ In this regard, please note that the shareholders' meeting of May 22, 2025, in the extraordinary session, approved, *inter alia*, the amendment of Article 5.1 of Enel's corporate bylaws, removing from the relevant wording the reference to the par

1.3 Limit on the ownership of shares and voting rights

In implementing the provisions of the legal framework on privatizations, the Company bylaws provide that – with the exception of the government, public bodies, and parties subject to their respective control – no shareholder may own, directly and/or indirectly, Enel shares representing more than 3% of its share capital.

The voting rights attaching to the shares owned in excess of the aforesaid limit of 3% may not be exercised, and the voting rights to which each of the parties affected by the limit on share ownership would have been entitled will be proportionately reduced, unless there are prior joint instructions from the shareholders involved. In the event of non-compliance, resolutions passed by shareholders' meetings may be challenged in court if it is found that the majority required would not have been attained without the votes expressed in excess of the above-mentioned limit.

Under the legal framework on privatizations, as subsequently amended, the provisions of the bylaws concerning the limit on share ownership and voting rights will no longer be effective if the 3% limit is exceeded following a takeover bid following which the bidder holds shares representing at least 75% of the share capital with the right to vote on resolutions regarding the appointment and removal of directors.

There are no restrictions in relation to the transfer of Enel shares, such as the necessity to obtain a prior approval by the Company or other holders of securities.

1.4 Special powers of the Italian Government

Enel, along with other Group companies, holds strategic assets relevant for the national interest in accordance with Article 2 of the Law Decree No. 21 of March 15, 2012 (converted with amendments into Law No. 56 of May 11, 2012 and subsequently amended and integrated) ⁰ and is therefore subject to the legal framework on the special powers of the Italian Government in strategic sectors, as set forth in the same Law Decree No. 21/2012 and related implementing regulation.

value of the shares, in order to allow for greater operational flexibility, enabling the Company to simplify and speed up extraordinary transactions involving share exchanges and, above all, transactions on the share capital.

Enel – report on corporate governance and ownership structure for year 2025

1.5 *Employee-shareholdings: mechanism for exercising voting rights*

The Consolidated Financial Act recommends that the bylaws of listed companies contain provisions aimed at simplifying the exercise of voting rights through proxy by employee-shareholders, thus fostering their participation in the decision-making process at shareholders' meetings.

In such respect, since 1999, Enel bylaws expressly provide that for purposes of simplifying the collection of proxies by the employee-shareholders of the Company and its subsidiaries, who are affiliated with shareholders' associations which comply with the requirements imposed under applicable laws, areas for communication and for the collection of proxies shall be made available to such associations, pursuant to the terms and modalities to be agreed upon from time to time with their legal representatives.

In March 2008, the Company was informed of the establishment of an employee-shareholders' association called A.DI.G.E. – *Associazione Azionisti Dipendenti Gruppo Enel* (Association of Employee-Shareholders of Enel Group) – which meets the requirements set forth in the Consolidated Financial Act and is therefore subject to the above-mentioned bylaws provisions.

1.6 *Election and replacement of directors and amendments of the bylaws*

The rules that regulate the election and replacement of directors are examined in the second section of this document (under “Board of Directors – Appointment, replacement and contingency plan”).

With regard to the rules applicable to amendments to the bylaws, extraordinary shareholders' meeting resolve on the same, in accordance with the relevant majorities provided for by law.

As permitted by law, however, the Corporate bylaws assign to the board of directors' authority on all resolutions concerning:

- mergers by incorporation of wholly-owned or at least 90% owned companies, as well as demergers of such companies;
- the establishment or closing of secondary offices/branches;
- the selection of directors with powers to represent the Company;
- the reduction of the share capital in the event that one or more shareholders should withdraw;

- the harmonization of the bylaws with applicable provisions of law;
- moving the registered office to a different location within Italy.

1.7 *Authorizations to increase the share capital and to buy back shares*

As of the date of this report the board of directors has not been authorized to increase the share capital nor has it been authorized to issue participating financial instruments.

It should be noted that the shareholders' meeting held on May 22, 2025, in the ordinary session, authorised, upon prior revocation of the authorization granted by the shareholders' meeting held on May 23, 2024 – on the basis of which, Enel during the 2024 financial year, purchased an overall amount of no. 2,900,000 treasury shares with the purpose of serving the 2024 LTI Plan –, the board of directors to the acquisition and subsequent disposal of up to a maximum of 500 million of the Company's shares, representing approximately 4.92% of the share capital, for a maximum outlay of up to Euro 3.5 billion. The acquisition of treasury shares has been authorised for eighteen months starting from the date of the shareholders' meeting; no deadline has been established for the disposal of the acquired treasury shares, except for what indicated below. Moreover, the same shareholders' meeting defined, on the basis of the board of directors' proposal, purposes, terms and conditions for the acquisition and disposal of the Company's treasury shares laying down in particular the modalities for the determination of the purchase price and the operating procedures for the implementation of the purchase operations.

The same shareholders' meeting of May 22, 2025 also approved, in the extraordinary session, the cancellation of any treasury shares purchased by the Company – based on the authorization granted at the same time by the shareholders' meeting in ordinary session – with the specific purpose of paying shareholders a remuneration in addition to the distribution of dividends. In line with the limits set for the purchase of treasury shares described above, the cancellation may involve up to a maximum of 500 million shares of the Company, and may be carried out within eighteen months since the shareholders' meeting resolution. For the execution of the cancellation of treasury shares – in a single transaction or severally through more transactions – and the consequent amendments to Article 5.1 of the corporate bylaws in the part indicating the number of shares into which the

Enel – report on corporate governance and ownership structure for year 2025

share capital is divided, the shareholders' meeting granted powers to the board of directors (and, on its behalf, to the chief executive officer, with the right to sub-delegate).

In implementation of such shareholders' meeting resolutions, the board of directors has approved on July 31, 2025 a buy-back programme of the Company's shares aimed at paying shareholders a remuneration in addition to the distribution of dividends as a result of the cancellation of the treasury shares purchased for such purpose. Following the transactions carried out from August 1, 2025 to December 16, 2025, in execution of this programme, the Company purchased a total of 122,469,633 treasury shares for a total outlay of approximately Euro 1 billion. As of the date of this report, these shares have not yet been cancelled.

Therefore, considering the 12,079,670 treasury shares already held at December 31, 2024, and taking into account the distribution on September 4, 2025, of a total of 994,428 Enel shares to the beneficiaries of the 2021 LTI Plan and the 2022 LTI Plan, as of December 31, 2025, the Company holds a total of 133,554,875 treasury shares (equal to approximately 1.31% of the number of shares into which the share capital is divided as of that date).

1.8 "Change-of-control" clauses

Significant agreements to which, at the date of December 31, 2025, Enel or its subsidiaries are parties and which become effective, are amended or terminate in the event of a change of control of Enel are set out below (hereinafter referred to as "change of control" cases).

A) The syndicated credit facility agreements of Enel and Enel Finance International N.V.

In February 2025, Enel and its subsidiary Enel Finance International N.V. ("EFI") entered into a credit facility agreement with a pool of banks for an amount up to Euro 12 billion, which will expire in May 2030; as of December 2025, this credit facility agreement has not been used. This credit facility replaces the one entered into by Enel and EFI in March 2021 with a pool of banks, subsequently amended in May 2022 and March 2024, for an amount of Euro 13.5 billion.

In October 2020, Enel also entered into a credit facility agreement of the "Sustainability-Linked

Loan" type with a pool of banks for an amount equal to Euro 1 billion, which expires in October 2026. As of December 2025 such credit facility has been fully used, with an outstanding debt equal to the amount of the credit facility disbursed.

In relation to the aforementioned credit facility agreements, it is envisaged that, upon the occurrence of a "change of control" case concerning Enel (7), each bank belonging to the pool may propose to renegotiate the terms and conditions of the agreement or communicate its intention to withdraw from the latter.

In the event that the renegotiation of the terms and conditions of the agreement with one or more of the banks belonging to the pool has been unsuccessful, or if one or more of those banks have communicated their intention to withdraw from the agreement:

- Enel and EFI, depending on the cases, may decide to repay in advance the sums received and to cancel, without incurring any penalties, the entire financial commitment assumed by each of such banks;
- each of such banks may demand the early repayment of the sums disbursed and the cancellation of the entire financial commitment assumed.

In the event that none of the banks belonging to the pool either proposes to renegotiate the terms and conditions of the agreement or communicates its intention to withdraw from the latter, the above-mentioned loan agreements shall remain in full force and effect in accordance with the terms and conditions originally agreed upon.

B) The credit facility agreements entered into by Enel, Enel Finance America LLC, Enel Finance International N.V., e-distribuzione S.p.A. and Enel Sole S.r.l. with Citibank and EKF/EIFO

In September 2022, Enel, as guarantor, and its subsidiary Enel Finance America LLC ("EFA") entered into a credit facility agreement of the "Sustainability-Linked Loan" type with Export and Investment Fund of Denmark ("EIFO") (8) and Citibank (the latter as mandated lead arranger) for an amount of up to USD 800 million, which expires in May 2034. As of December 2025 such credit facility has been fully used, with an outstanding debt equal to USD 680 million.

(7) It should be noted that, for the purposes of such agreements, the cases of "change of control" also include the event in which Enel, or any of its subsidiaries, transfer (even through mergers) a significant portion of the Group's assets to parties outside the Group, in such a way that the Group's

financial reliability is significantly compromised in the opinion of the lending banks.

(8) Previously known as EKF Denmark's Export Credit Agency and after a reorganization operation, in 2023 merged into Export and Investment Fund of Denmark ("EIFO").

Enel – report on corporate governance and ownership structure for year 2025

Furthermore, in July 2025, Enel entered into a framework financing agreement with Citibank and EIFO for an amount of up to USD 800 million; based on this framework agreement, three loan agreements were entered into, backed by a guarantee from Enel. In particular, these loan agreements were entered into by Citibank, as lender, and EIFO, as additional guarantor, with EFI (in July 2025), e-distribuzione S.p.A. (“e-distribuzione”) and Enel Sole S.r.l. (in October 2025). As of December 2025, the above loan agreements have been fully used, with an outstanding debt equal to the amount disbursed.

Upon the occurrence of a “change of control” concerning Enel, the lending bank - or any bank, financial institution, or other entity that becomes a lender (“Lender”) under the loan agreement - may propose to renegotiate the terms and conditions of the agreement, or communicate its intention to withdraw from the agreement.

In the event that the renegotiation of the terms and conditions of the agreement with the Lender has been unsuccessful, or if the same Lender has communicated its intention to withdraw from the agreement:

- the borrower may decide to repay in advance the amounts received and to cancel without penalties the entire financial commitment assumed by the Lender;
- the Lender may demand the early repayment of the sums disbursed and the cancellation of the entire financial commitment assumed.

In the event the Lender has not proposed to renegotiate the terms and conditions of the agreement, nor has it communicated its intention to withdraw from the same, the credit facility agreement shall remain in full force according to the terms and conditions originally agreed upon.

C) The credit facility agreement entered into with Unicredit S.p.A.

In November 2023, Enel and Unicredit S.p.A. (“Unicredit”) entered into a credit facility agreement of the “revolving SDG Linked” type for an overall maximum amount of Euro 1.5 billion, which expires in November 2026, with simultaneous cancellation of the similar credit facility agreements signed (i) in October 2019 for a maximum total amount of Euro 1 billion; and (ii) in July 2022 for a maximum total amount of Euro 350 million. As of December 2025, the aforementioned credit facility agreement has not been used.

In relation to the such credit facility agreement, it is provided that, in the event of a change of control concerning Enel, such change of control over the latter shall be timely notified to Unicredit, which may prohibit Enel from using the available funds provided and to request the reimbursement of the amounts already drawn, if it deems that the change of control may adversely affect Enel’s capacity to fulfil its obligations under the revolving credit facility agreement.

D) The EIB loans to e-distribuzione S.p.A.

In order to develop the process of making its electricity grid more efficient, in November 2006 the subsidiary e-distribuzione entered into a loan agreement with the EIB for an amount equal to Euro 600 million, which expires in December 2026, backed by a guarantee from Enel for the portion of Euro 200 million and by a bank guarantee for the remaining portion. As of December 2025 this credit facility agreement has been fully used and the outstanding debt is equal to Euro 40 million.

In relation to such loan agreement, it is envisaged that, upon the occurrence of a “change of control” concerning Enel, the EIB will examine the new circumstances in order to decide upon a possible change in the conditions governing such loan to e-distribuzione.

Moreover, it should be noted that, in the context of a financing transaction concerning an advanced electricity measuring system in the Italian territory, e-distribuzione entered into the following loan agreements with EIB, backed by guarantee from Enel:

- in July 2017, a loan agreement for an amount of Euro 500 million, disbursed in tranches respectively expiring in September 2032, May 2033 and October 2033. As of December 2025, this loan has been fully used, with an outstanding debt of approximately Euro 345 million;
- in July 2018, a loan agreement for an amount of Euro 250 million, disbursed in a tranche expiring in June 2034. As of December 2025 this loan agreement has been fully used, with an outstanding debt equal to approximately Euro 193 million;
- in November 2019, a loan agreement for an amount of Euro 250 million, disbursed in a tranche expiring in March 2035. As of December 2025 this loan agreement has been fully used, with an outstanding debt equal to approximately Euro 216 million.

Enel – report on corporate governance and ownership structure for year 2025

In addition, as part of a financing operation of a project relating to the upgrading, reconditioning and modernization of the electricity distribution grid in Italy, e-distribuzione entered into the following loan agreements with the EIB, backed by a guarantee from Enel:

- in June 2021, an agreement for an amount of Euro 300 million. As of December 2025, this loan, disbursed in two tranches expiring, respectively, in July 2036 and December 2036, has been fully used, with an outstanding debt equal to the amount of the loan disbursed;
- in July 2022, an agreement for an amount equal to Euro 300 million. As of December 2025, this loan, disbursed in a tranche expiring in August 2037, has been fully used, with an outstanding debt equal to the amount of the loan disbursed.

Also in order to carry out a project relating to the upgrading, reconditioning and modernization of the electricity distribution grid in Italy, e-distribuzione has also entered into two loan agreements with the EIB – in November 2024 and in January 2025 – backed by guarantee by Enel, for an amount equal to Euro 250 million each. As of December 2025, these loans - which expire respectively in December 2029 and in February 2040 - have been fully used, with an outstanding debt equal to the amount of the loan disbursed.

Lastly, as part of the execution of a project related to the installation in Italy of second-generation smart meters during 2023 and 2024 and the necessary supporting infrastructure, e-distribuzione entered into a loan agreement with the EIB in September 2023 for an amount of Euro 500 million, backed by a guarantee from Enel. As of December 2025, this loan has been fully used, with outstanding debt equal to the amount disbursed.

In relation to the aforementioned loan agreements, e-distribuzione is required to inform the EIB of any changes in its control structure, as well as of any changes in the control structure of the parent company Enel. Following such notification, the EIB may consult e-distribuzione on the possible effects of such changes on the commitments of the same e-distribuzione towards the EIB. As a result of the request for consultation, EIB may demand additional guarantees, or changes in the loan agreements, or alternative measures that it considers satisfactory. Where it reasonably deems that the effects of the change of control cannot be mitigated through alternative

measures, EIB may cancel the loan not yet granted and ask for the advance repayment of the loans.

E) The EIB loans for a sustainable investment programme in Latin America

It should be noted that, in connection with the execution of certain sustainable investments of Enel Group in Latin America for an amount of approximately Euro 900 million, the following loan agreements were concluded:

- in June 2022, the subsidiary Eletropaulo Metropolitana Eletricidade de São Paulo S.A. entered into a loan framework agreement with the EIB for an amount equal to USD 200 million, in two tranches expiring respectively in September 2037 and April 2038. As of December 2025, such loan has been fully used, with an outstanding debt equal to USD 190 million;
- in August 2022, the subsidiary Enel Chile S.A. entered into a loan framework agreement with the EIB for an amount equal to USD 294 million, in two tranches expiring, respectively, in October and December 2037. As of December 2025, such loan has been fully used, with an outstanding debt equal to the amount disbursed;
- in July 2023, the subsidiary Enel Chile S.A. entered into a loan framework agreement with the EIB for an amount of USD 200 million, in two tranches expiring respectively in July and December 2038. As of December 2025 such loan has been fully used, with an outstanding debt equal to the amount disbursed;
- in December 2023, the subsidiary Eletropaulo Metropolitana Eletricidade de São Paulo S.A. entered into a loan framework agreement with the EIB for an amount of USD 100 million, in two tranches expiring, respectively, in May 2039 and in August 2040. As of December 2025, this loan has been fully used, with an outstanding debt equal to the amount disbursed.

The loans under the above framework agreement are backed by a guarantee from Enel and/or other guarantors. Under the guarantee agreements, the guarantor is obliged to notify any change of control that may affect it.

The same framework agreements require the borrower to notify the EIB of any changes in its own or its parent company Enel's control

structure. In the occurrence of such notification, the EIB may consult the borrower on the possible effects of such changes on the borrower's commitments towards the EIB. Following the request for consultation, the EIB may demand additional guarantees, or changes in the framework agreements, or alternative measures that it considers satisfactory. Where it reasonably deems that the effects of the change of control structure cannot be mitigated through alternative measures, EIB may cancel the loan not yet granted and ask for the advance repayment of the loans.

F) The Cassa Depositi e Prestiti loan to e-distribuzione S.p.A.

In April 2009, in order to develop the process of making its electricity grid more efficient, the subsidiary e-distribuzione entered into a framework loan agreement with Cassa Depositi e Prestiti S.p.A. (“CDP”) for an amount of Euro 800 million, backed by a guarantee from Enel, which expires in December 2028. In 2011, the parties agreed two extensions of such framework agreement, which reached a total amount of Euro 1,340 million. As of December 2025, such loan has been fully used and the relevant outstanding debt is equal to approximately Euro 268 million.

This agreement is backed by a guarantee agreement entered into by CDP and Enel, according to which Enel, as guarantor of the aforesaid loan, is obliged to inform CDP (i) of any change in the composition of the share capital of e-distribuzione that could entail the loss of control over said company, as well as (ii) of any significant deterioration in e-distribuzione and/or Enel's net worth, economic, financial, or operational situation or perspectives. The occurrence of any of such circumstances may give rise to an obligation for e-distribuzione to repay immediately to CDP the loan received.

1.9 Compensation owed to directors in the event of early termination of the relationship, including as the result of a takeover bid

The payment package due to the chief executive officer (that is also the general manager) of Enel includes an end of relationship severance indemnity, which is granted in the event of early termination of the directorship relationship following resignation for cause or revocation and/or dismissal without cause.

For a detailed description of such payment please see the first section of the report on the remuneration policy for 2026 and compensations paid in 2025, available to the public at the Company's registered office and on the

Company's website, in compliance with the terms provided for by the applicable laws.

No specific indemnities are otherwise due in the event that the relationship with any member of the board of directors should terminate following a takeover bid.

SECTION II: IMPLEMENTATION OF THE RECOMMENDATIONS OF THE CORPORATE GOVERNANCE CODE AND ADDITIONAL INFORMATION

1. Board of Directors



From left: Mario Corsi, Alessandro Zehentner, Olga Cuccurullo, Alessandra Stabilini, Paolo Scaroni, Flavio Cattaneo, Fiammetta Salmoni, Dario Frigerio, Johanna Arbib.

1.1 Current composition and term

The board of directors in force as of the date of this report, elected by the ordinary shareholders' meeting of May 10, 2023, is composed of the following nine members:

- Paolo Scaroni, chairman;
- Flavio Cattaneo, chief executive officer and general manager;
- Johanna Arbib;
- Mario Corsi;
- Olga Cuccurullo;
- Dario Frigerio;
- Fiammetta Salmoni;
- Alessandra Stabilini;
- Alessandro Zehentner.

Paolo Scaroni, Flavio Cattaneo, Johanna Arbib, Olga Cuccurullo, Fiammetta Salmoni and Alessandro Zehentner were drawn from the slate submitted by the shareholder Ministry of the Economy and Finance (at the time holding about the 23.59% of the Company's share capital) and voted by the majority – about 49.10% – of the capital represented at the meeting, while Mario Corsi, Dario Frigerio and Alessandra Stabilini were drawn from the slate submitted by a group of 24 asset management companies and other institutional investors (at the time holding in the

aggregate about 1.86% of the Company's share capital) and voted by a minority – approximately 43.50% – of the share capital represented at the same shareholders' meeting ⁽⁹⁾.

The term of office of the current board of directors will expire with the approval of the annual financial statements for the year 2025.

A brief professional profile of the above-mentioned Company's directors is provided in Schedule 1 to this report.

1.2 Election, replacement and contingency plan

Pursuant to the provisions of the Corporate bylaws, the board of directors consists of three to nine members who are elected by the ordinary shareholders' meeting (which determines their number subject to such limits) for a term not exceeding three financial years and its members are eligible for re-election at the expiration of their term of office.

Under the current legal framework, all of the directors must meet the integrity requirements imposed upon statutory auditors of listed companies. In addition, directors must meet the additional integrity requirements provided under Article 14-*bis* of the bylaws as approved by the extraordinary shareholders' meeting held on May 22, 2014 and amended by the extraordinary shareholders' meeting held on May 28, 2015.

In compliance with the legal framework governing privatizations and in accordance with the provisions of the Consolidated Financial Act, the bylaws provide that the election of the entire board of directors must take place in accordance with the slate voting system aimed at allowing the presence on the board of directors of members elected by minority shareholders totalling three-tenths of the directors to be elected. In the event this number is a fraction, it is to be rounded up to the higher unit.

The extraordinary shareholders' meeting of May 26, 2016 resolved to introduce in the Corporate bylaws a specific provision pursuant to which should the slate that obtained the majority of the votes not have a suitable number of candidates in order to achieve the seven-tenths of directors to be elected (rounded, in the case of a fractional number, to the lower unit), the other candidates necessary to complete the board of directors shall

⁽⁹⁾ It should be noted that, on the occasion of the renewal of Enel's board of directors by the ordinary shareholders' meeting of May 10, 2023, a third slate of candidates for the office of director was submitted by Covalis Capital LLP and Covalis (Gibraltar) Ltd. in their capacity as managers of five investment funds at the time collectively owning about 0.64%

of the Company's share capital. According to the provisions of Enel's bylaws governing the appointment of the board of directors, no director was drawn from this slate, as it was voted for by only about 6.94% of the share capital represented at the meeting.

be drawn from the minority slates, if the capacity of such slates is sufficient.

Each slate must include at least two candidates that meet the requirements of independence established by law (*i.e.*, those provided for statutory auditors of listed companies), distinctly mentioning such candidates and listing one of them as first on the slate.

The slates which contain a number of candidates equal to or above three shall also include candidates belonging to different genders, as indicated in the notice of call of the shareholders' meeting, in order to ensure that the composition of the board of directors is compliant with the applicable laws on gender balance; the latter provides that, starting from the renewals in 2020, at least 40% of the directors appointed shall be reserved to the less represented gender. As for the modalities for the election of the board of directors, the Corporate bylaws provide, in this regard, for a specific correction mechanism ("sliding clause") to be used in the event that, following the vote, balance between genders is not achieved.

Slates must list candidates in progressive order and may be filed by the expiring board of directors⁽¹⁰⁾, or by shareholders who, alone or jointly with other shareholders, own the minimum shareholding in the share capital of the Company set forth by CONSOB with regulation (*i.e.*, considering Enel's market capitalization, as of the date of this report, the minimum shareholding is equal to 0.5% of the share capital). Slates must be filed at the Company's registered office, by those who submit them, at least 25 days before the date on which the shareholders' meeting is called to resolve upon the election of the board of directors. Such slates shall be published by the Company on its website and shall also be made available to the public at Enel's registered office at least 21 days before the date of the meeting, so as to ensure a transparent process for the election of the board of directors.

A report containing exhaustive information on the personal traits and professional qualifications of the candidates, accompanied (where applicable) by a statement by which individual candidates certify to meet the independence requirements provided

by the applicable provisions of law and/or the Corporate Governance Code, must be filed at the Company's registered office together with the slates, and must also be published promptly on the Company's website.

For purposes of identifying the directors to be elected, candidates of the slates that have received a number of votes amounting to less than half of the percentage required for filing the same slates shall not be taken into account (*i.e.*, as of the date of this report, 0.25% of the share capital).

For the election of directors who, for whatever reason, are not elected in accordance with the slate voting system, the shareholders' meeting resolves in accordance with the majorities required by the law, ensuring in any case:

- the presence of the necessary number of directors that meet the requirements of independence established by the law (*i.e.*, at least one director if the board consists of no more than seven members or two directors if the board consists of more than seven members); and
- the respect of applicable law provisions on gender balance.

The replacement of directors is regulated by applicable provisions of law. In addition to such provisions, the bylaws provide that:

- if one or more of the directors terminating their office were drawn from a slate also containing candidates who were not elected, the replacement by the board of directors must be made by appointing, in progressive order, persons drawn from the slate to which the directors who ceased from their office belonged, provided that said persons are still eligible for election and willing to accept the office;
- in any case, in replacing directors who terminate their office, the board of directors must ensure the presence of the necessary number of directors meeting the requirements of independence established by the law, and the compliance with the applicable law provisions on gender balance;

⁽¹⁰⁾ Article 12 of Law no. 21/2024 introduced in the Consolidated Financial Act Article 147-ter.1 which contains a discipline applicable in the event that the bylaws of a listed company allow the expiring board of directors to submit its own slate of directors candidates, entrusting CONSOB with the task of setting forth implementing provisions on this matter. With Determination no. 23725 of October 29, 2025, CONSOB has then amended the Issuers' Regulation setting forth implementing provisions of Article 147-ter.1 of the

Consolidated Financial Act. As of the date of this report, the clause in the Company's bylaws that mentions the possibility for the outgoing board of directors to present its own list of director candidates has not yet been adapted to the provisions of Article 147-ter.1 of the Consolidated Financial Act and of the related implementing provisions set forth by CONSOB, as assessments are still ongoing regarding the implementation methods of the new legislation on this matter.

Enel – report on corporate governance and ownership structure for year 2025

- if the majority of the directors appointed by a shareholders' meeting terminates the office, the entire board is to be deemed to have resigned and the directors still in office must promptly call a shareholders' meeting to elect a new board.

With regard to succession plans for executive directors, in September 2016, the board of directors, upon proposal of the nomination and compensation committee, together with the corporate governance and sustainability committee, shared the contents of a specific “contingency plan”, lastly updated in November 2024, aimed at regulating the steps to be taken to ensure that the Company's activities are regularly managed in the event of early cessation of the chief executive officer before the expiry of the ordinary term of office (the so-called “crisis management” case). Based on such “contingency plan”, if a crisis management case occurs:

- the chairman of the board of directors temporarily assumes the powers for the management of the Company with the same limits previously envisaged in relation to the chief executive officer, and convene the board of directors without delay for the ratification of such powers and the consequent activities;
- taking into account the Company's ownership structure, it is deemed appropriate to acquire in advance specific instructions on the replacement of the chief executive officer by those shareholders from whose slate the chief executive officer who early terminated its office was drawn. Such instructions are evaluated by the board of directors in autonomy and with independent judgment. In the event that the board of directors considers the candidate thus designated to replace the chief executive officer lacks the requirements of competence and managerial experience required for the administration of a business entity of the size and complexity of Enel Group, it promptly convenes a specific ordinary shareholders' meeting in order to appoint the director intended to be entrusted with the role of chief executive officer, similarly to what is indicated in the following bullet point;
- in the event that the shareholders from whose slate the chief executive officer who early terminated its office was drawn not provided any instruction on the relevant replacement within 15 days from the termination of the office, the board of

directors promptly convenes a specific ordinary shareholders' meeting in order to appoint the director intended to be entrusted with the role of chief executive officer;

- should no candidacies be submitted at the shareholders' meeting lastly mentioned above nor any of the candidacies submitted by the shareholders reach the majority of the share capital represented at the meeting, the board of directors promptly starts a process firstly aimed at selecting, with the support of a consulting firm specialized in this field, a slate of candidates, from which the same board of directors then selects the person deemed the most suitable for the role of chief executive officer, co-opting such person, appointing him/her as chief executive officer and entrusting him/her with the appropriate delegated managerial powers.

Lastly in December 2025, the board of directors verified the presence of adequate development plans, aimed at fostering the identification and differentiation of the profiles for successions in the managerial positions.

During 2025, a new leadership model based on responsibility, entrepreneurship and meritocracy was introduced within the Enel Group, consistent with the business's values and the growth strategy of the organization. This model promotes a responsible leadership, geared toward encouraging initiatives, rewarding merit, and fostering individual contributions to collective success.

In line with this approach, a new model of expertise was also defined, developed on the basis of the company's mission, vision and value, with the aim of identifying key competencies and ensuring alignment between people's skills and the organization's strategic objectives. In this context, the commitment to people has been further strengthened through the launch of the so-called “Talent Strategy”, aimed at supporting the growth of the organization by enhancing talent and defining clear and structured development and training programs to build a solid and sustainable path. To support this strategy, annual succession plans for managerial positions and the related selection criteria have been confirmed, which take into account Enel Group's commitments to diversity and inclusion, contributing to the enhancement of diverse profiles. The Talent Strategy is also geared towards defining appropriate development projects that include mentoring, job shadowing, coaching paths, and excellence training initiatives.

1.3 Role and functions

The board of directors has a central role in the Company's governance structure, since it has powers over the strategic, organizational and control guidelines for the Company and the Group, whose Sustainable Success it pursues. In consideration of its role, the board of directors meets regularly and endeavours to ensure the effective performance of its duties.

In particular, and in accordance with the legal framework and specific resolutions of the board itself (and, in particular, the one adopted in May 2023), the board of directors:

- establishes the corporate governance system of the Company, verifying that it is constantly functional to business needs and to the pursuit of its strategies, and monitors the adequacy of the Group's corporate governance structures. On this last respect, it should be noted that the board of directors approved in July 2015 (and further integrated in February 2019), some recommendations aimed at strengthening the corporate governance of Enel's subsidiaries whose shares are listed on regulated markets (currently 9 issuers) and ensuring that all such companies comply with the relevant local best practices. Thereafter, in December 2017 the board of directors approved specific guidelines (so-called "Corporate Governance Guidelines") that preliminary set certain principles which the Group's corporate governance system is based upon, which, therefore, lay down the common rules on the conflict of interests involving directors and on related parties' transactions, resulting compliant with the legal framework of the Countries where the Group's companies operate, and therefore uniformly applicable. Lastly, in October 2022, the board of directors approved an update to the Corporate Governance Guidelines, promoted essentially in order to adapt their contents to the new regulatory framework adopted in Italy and Spain on related party transactions following the implementation of Directive (EU) 2017/828 (so-called "Shareholders' rights II"), as well as to make some limited changes suggested by practical experience;
- establishes the Board's internal committees, with advisory and proactive functions, appoints their members and, by approving their internal rules, defines their duties. It should be noted that following the

shareholders' meeting held on May 10, 2023, the board of directors, in June 2023, re-established the control and risk committee, the nomination and compensation committee, the related parties committee and the corporate governance and sustainability committee (for an analysis on the composition and responsibilities of such committees as well as the activities carried out by these committees during 2025, see the paragraph entitled "Committees" of this section of the document);

- delegates and revokes the powers of the chief executive officer, defining their content, limits, and the procedures, if any, for exercising them. In accordance with the powers in force, granted by the board of directors in May 2023, the chief executive officer is vested with the broadest powers for the management of the Company, with the exception of those powers that are assigned otherwise by legal or regulatory provisions or by the Corporate bylaws or which are reserved to the board of directors according to resolutions of the latter, which are described in this paragraph;
- receives, as well as the board of statutory auditors does, information from the chief executive officer regarding the activities carried out in the exercise of his powers, which are summarized in a special quarterly report. In particular, with regard to all the most significant transactions carried out using the powers of his office (including any atypical or unusual transactions or ones with related parties whose approval resulted not to be reserved to the board of directors), the chief executive officer reports to the board on: (i) the features of the transactions; (ii) the parties concerned and any relation they might have with the Group companies; (iii) the considerations concerned; and (iv) the additional relevant economic, financial and asset profiles;
- determines, based on the analyses and proposals of the relevant committee, the remuneration policy of the directors and of the executives with strategic responsibilities, submitting it to the shareholders' meeting for approval in accordance with current legislation. In implementing such policy, it determines, based on proposals of the committee and upon consultation with the board of statutory auditors, the compensation of the chief executive officer

and the other directors who hold specific offices and resolves upon the adoption of incentive plans reserved to the management, submitting them to the approval of the shareholders' meeting where required by current legislation ⁽¹¹⁾. In this respect, please note that the board of directors in March 2025 has defined the 2025 remuneration policy and the 2025/2027 LTI Plan for the chief executive officer/general manager, and for the top management, which have been subsequently approved by the ordinary shareholders' meeting held on May 22, 2025;

- on the basis of the information received, evaluates the adequacy of the Company's and the Group's organizational, administrative, and accounting structure. Such evaluation was carried out in March 2025 and, lastly, in March 2026.
- resolves on changes to the general organizational structure proposed by the chief executive officer. It should be noted that most recently in July 2023 the board of directors examined and endorsed a comprehensive review of the Group organizational structure;
- examines and approves the business plan of the Company and of the Group, having taken into account the analysis of matters that are relevant for the long-term value generation, and periodically monitors the implementation of the same plan. It should be noted that the 2026-2028 business plan – outlined during in-depth sessions dedicated to it – was approved by the board of directors in February 2026 ⁽¹²⁾. In this regard, the current division of powers within the Company specifically provides that the board of directors resolves upon the approval of:
 - the annual budget and the business plan of the Group (which incorporate the annual budgets and long-term plans drafted by the Group companies);

- strategic agreements, also defining – upon proposal by the chief executive officer – the Company's and the Group's strategic objectives;

- examines and approves in advance the transactions of the Company and of the Group that have a significant impact on their strategy, financial statements, income statements, or cash flows, including those concluded with related parties or otherwise characterized by a potential conflict of interests.

In particular, all financial transactions of a significant size (meaning: (i) the Company's contracting of loans for an amount exceeding Euro 75 million and the issuance of bonds by the Company; (ii) the issuance of bonds or the entering into loans by subsidiaries where, in both cases, the grant of a guarantee by Enel is required or the transaction's amount exceeds Euro 300 million; and (iii) the grant of guarantees by Enel, in the interest of subsidiaries or third parties, in both cases, where such guarantees cover amounts exceeding Euro 50 million) must be approved in advance (if they concern the Company) or evaluated (if they regard other Group companies) by the board of directors.

In addition, acquisitions and disposals of equity investments amounting to more than Euro 50 million must be approved in advance (if they are carried out directly by Enel) or evaluated (if they concern other Group companies) by the same board of directors;

- provides guidance and assessments on the adequacy of the internal control and risk management system, defining the nature and level of risk that is compatible with the Company's and the Group's strategic objectives – including in its evaluations all elements that may be relevant to the Sustainable Success of the Company – in line with the prerogatives set forth in such regard in the Corporate Governance Code ⁽¹³⁾. In

⁽¹¹⁾ It should be noted, in particular, that pursuant to Article 114-*bis*, paragraph 1 of the Consolidated Financial Act, remuneration plans based on financial instruments in favour of members of the board of directors and/or employees of the Company, or of members of the board of directors and/or employees of parent companies or subsidiaries, are subject to the approval of the ordinary shareholders' meeting.

⁽¹²⁾ Please see the presentation given during the Capital Markets Day and available on the website www.enel.com for an illustration of the objectives of the 2026-2028 business plan, which focuses on the following strategic priorities: (i) accelerating growth in countries with stable environments, with a focus on grids, renewables and final customers through

greenfield and brownfield investments; (ii) maximizing capital productivity through optimal allocation as well as efficient and effective economic resource management; (iii) guaranteeing a balanced risk/return profile in order to achieve an improvement of the ordinary earnings per share, while maintaining strict financial discipline.

⁽¹³⁾ For further information on the roles and responsibilities of the board of directors in exercising oversight of the procedures aimed at managing sustainability-related material risks, impacts and opportunities, please refer to the information provided – in accordance with ESRS 2 GOV-1 – in the consolidated sustainability statement included in the annual financial report for the financial year 2025.

Enel – report on corporate governance and ownership structure for year 2025

particular, the board of directors, having obtained the control and risk committee's opinion:

- defines the guidelines of the internal control and risk management system so that the main risks regarding the Company and its subsidiaries – including those risks that might have an impact in the light of a Sustainable Success, as well as risks concerning cyber security and those inherent to artificial intelligence – are correctly identified and properly measured, managed, and monitored, determining, moreover, the level of compatibility of such risks with the management of the company in a manner consistent with its strategic objectives. It should be observed in this regard that in November 2013, the board of directors has determined and formalized in a specific document the guidelines of the internal control and risk management system (document lastly updated in December 2023). Furthermore, in February 2026, the board of directors has assessed the compatibility of the main risks related to the strategic objectives set forth in the 2026-2028 business plan with a management of the Company that is in line with such targets;
- evaluates, at least on an annual basis, the adequacy of the internal control and risk management system taking into account the characteristics of the Company's business and the types of risks taken, as well as its effectiveness. It should be noted that in February 2026, the board of directors expressed a positive evaluation in this respect with reference to the 2025 financial year;
- approves, at least on an annual basis, the work plan prepared by the head of the "Audit" Function, upon consultation with the board of statutory auditors and the director in charge of establishing and maintaining the internal control and risk management system (a role, the latter, held in Enel by the chief executive officer, consistent with the recommendations of the Corporate Governance Code). It should be noted in this regard that in February 2025, the board of directors approved the audit plan for the same year;
- evaluate the opportunity to adopt any measures to enhance the effectiveness and impartiality of judgement of the corporate functions - other than the "Audit" function - which are involved in the control system, verifying that they are provided with adequate professionalism and resources;
- determines the composition of the Supervisory Body (in relation to which reference should be made to the paragraph "Organizational and management model pursuant to Legislative Decree No. 231/2001" in this section of the document);
- assesses, upon consultation with the board of statutory auditors, the results published by the audit firm in its management letter, if any, and in the additional report pursuant to Article 11 of EU Regulation No. 537/2014. It should be noted that the audit firm has not prepared the management letter concerning 2024 financial statements (both statutory and consolidated), while in May 2025 the board of directors assessed the results described by the audit firm in the additional report on the statutory audit activities carried out with reference to the 2024 financial statements (both stand-alone and consolidated);
- on the basis of a proposal formulated by the chief executive officer (as director in charge of establishing and maintaining the internal control and risk management system) in accordance with the chairman, and upon consultation with the board of statutory auditors, appoints and removes the head of the "Audit" Function and determines his/her compensation in accordance with the Company's policies; furthermore the board of directors verifies that the person in question is endowed with resources adequate for the performance of his/her duties. It should be noted that in accordance with such procedure, in the month of June 2024, the board of directors appointed Anna Spina as the head of the "Audit" Function, position she still holds;
- provides for the exercise of voting rights at the shareholders' meetings of the main companies of the Group and designates the directors and statutory auditors of such companies;
- appoints the general manager and grants the related powers. It should be noted that in the

Enel – report on corporate governance and ownership structure for year 2025

month of May 2023, the board of directors appointed Flavio Cattaneo as the Company's general manager;

- evaluates the general performance of the Company and the Group, using the information received from the chief executive officer, and verifies periodically the achievement of the objectives set;
- promotes, in the most appropriate manner, dialogue with shareholders and other stakeholders which are relevant for the Company (for a detailed description of the modalities of conducting dialogue with shareholders, please refer to the “Engagement Policy” paragraph in this section of the document) ⁽¹⁴⁾. In this context, the board of directors formulates, *inter alia*, the proposals to submit to shareholders' meetings and reports at such meetings on the activities carried out and planned, ensuring that shareholders have adequate information on the elements necessary to enable them to participate in a well-informed manner in the decisions taken in such meetings.

Among the other activities relevant to the corporate governance system carried out in 2025 and in the first months of 2026, it should be also noted that the board of directors:

- in July 2025 updated the parameters adopted to verify that non-executive directors meet the independence requirements set out in the Corporate Governance Code, with particular regard to the criteria for assessing the significance of any commercial, financial, or professional relationships undertaken during their mandate and that may compromise the independence of such directors (for a complete description of these parameters, please refer to Table 1 attached to this report, together with the cases in which, according to the Corporate Governance Code, the independence requirements must be considered lacking);
- in July 2025 approved a set of amendments to its organizational regulation, mainly in order to

align the procedures for holding meetings of the Board of Directors by means of telecommunications to the updated provision of Article 16.2 of the corporate bylaws, as amended by the extraordinary shareholders' meeting of May 22, 2025 ⁽¹⁵⁾. At the same time, the board of directors also approved a similar update to the organizational regulations of the board committees, in order to ensure uniform procedures for the conduct of board meetings and its committees;

- in February 2026, taking into account the results of the board review for the 2025 financial year and in line with the recommendations of the Corporate Governance Code (and also expressly provided for in its organizational regulation), following consultation with the nomination and compensation committee, it expressed its guidelines to Enel shareholders on the quantitative and qualitative composition of the board of directors deemed optimal. These guidelines, summarized in a specific document, were promptly published on the Company's website in view of the shareholders' meeting called to renew the Board (for a description of these guidelines, please refer to the paragraph “Evaluation of the functioning of the board of directors and its committees and guidelines on the quantitative and qualitative composition of the board of directors deemed optimal” in this section of this document);
- in April 2026, examined the thirteenth Report on the implementation of the Corporate Governance Code and the subsequent recommendations indicated in an *ad hoc* communication addressed to issuers by the Italian Corporate Governance Committee, finding the full coherence of the corporate governance system of Enel, as illustrated in this report, with the content of such recommendation. With regard to the invitation addressed by the Italian Corporate Governance Committee to large companies to adopt a policy of dialogue with relevant stakeholders (other than shareholders) during 2026, it

⁽¹⁴⁾ For further information on the manner in which the interests and views of the stakeholders are taken into account in the strategy and business model, please refer also to the information provided – in accordance with ERS 2, SBM-2 – in the consolidated sustainability statement included in the annual financial report for the financial year 2025.

⁽¹⁵⁾ The shareholders' meeting of May 22, 2025, in extraordinary session, approved, *inter alia*, certain amendments to Articles 16.2 and 25.4 of the corporate bylaws concerning the procedures for holding meetings by means of telecommunications, respectively, of the board of directors

and the board of statutory auditors, in order to take into account certain recent notarial guidelines and to facilitate the conduct of meetings of such corporate bodies, ensuring greater flexibility and efficiency. In particular, the reference to a physical location for meetings held by means of telecommunications has been removed from the aforementioned provisions of the bylaws. Furthermore, with regard to Article 16.2, the requirement for the chairman of the board of directors' meeting and the secretary to be physically present in the same place has been removed.

Enel – report on corporate governance and ownership structure for year 2025

should be noted that the Company has begun work on the development of a specific document that will harmonize existing company policies and procedures in this area. The contents of this document will be illustrated in the report on corporate governance and ownership structure referring to the 2026 financial year, together with the main matters that were the subject of dialogue with the other relevant stakeholders during that financial year and any initiatives undertaken by Enel as a result of such dialogue.

1.4 Functioning regulation

The functioning of the board of directors is governed in detail by a specific organizational regulation, which was approved by the board itself in February 2021 and lastly updated in July 2025, in order to align its content to the provisions of Article 16.2 of the corporate bylaws, as amended by the extraordinary shareholders' meeting of May 22, 2025.

Such regulation governs, *inter alia*, the role and composition of the board of directors, the tasks of the chairman and the secretary, the procedures for scheduling, convening, holding and drafting of minutes of board meetings, as well as the confidentiality obligations associated with the information acquired during such meetings. Such regulation (which is available on the Company's website) crystallizes best practices that have long been followed within Enel with regard to the functioning of the board of directors and refers to the contents of further regulations, procedures and corporate policies, including the specific organizational regulations governing the composition, duties and functioning rules of the board committees (for which reference should be made to the paragraph "Committees" in this section of the document).

In particular, with regard to the organization and holding of board meetings, such regulation provides, *inter alia*, that:

- in the last quarter of each year, the board of directors shall approve the calendar of meetings scheduled for the following year, ensuring that the meetings are held at a regular frequency in order to ensure that the board functions are carried out effectively. Moreover, in accordance with Borsa Italiana regulations, the Company publishes its annual calendar of corporate events within 30 days following the end of the previous financial year;

- the notice of call – which indicates the day, time and place of the meeting, the list of items to be discussed and the procedures established for participation, which may also be held by telecommunications means – is sent to the members of the board of directors and of the board of statutory auditors, as well as to the delegated judge of the Italian Court of Auditors ("*Corte dei Conti*"), as a rule, at least five days before the date set for the meeting or, in cases of urgency, subject to a minimum prior notice normally of 24 hours. The documentation relating to the items on the agenda, normally accompanied by a document summarising the most relevant points, is made available, as a rule, at least three days before the date of the meeting; this period may be extended in the case of particularly important and/or complex documentation or reduced in the case of urgent or evolving transactions, as well as of mere information. If, in specific cases, it is not possible to provide the necessary information well in advance, the chairman, with the assistance of the secretary, shall ensure that adequate and detailed information is provided during the meetings;
- participation in meetings may take place by means of telecommunications exclusively, (therefore without the need to indicate the location of the meeting in the notice of call or in the relevant minutes), or in a "hybrid" manner; in the latter case, only the secretary or notary recording the minutes is required to be present at the location indicated in the notice of call.

Further provisions aimed at ensuring that directors act in an informed manner concern: (i) the obligation for directors and statutory auditors to provide timely and accurate information on any interests they may have, on their own behalf or on behalf of third parties, in relation to the items on the agenda; (ii) the power for the chairman, in agreement with the chief executive officer, to invite to participate in board meetings executives of the Company and/or the Group it heads, as well as external advisors or other persons whose presence is deemed useful in relation to the discussion of one or more items on the agenda;

- board meetings are chaired by the chairman of the board or, in his absence or impediment, by the deputy chairman (if appointed) or by the oldest director. For

board meetings to be valid, a majority of the directors in office must be present; resolutions shall be passed by an absolute majority of those present, with the vote of the person chairing the meeting prevailing in the event of a tie;

- the resolutions of the board of directors are recorded in minutes, which are drawn up by the secretary of the board of directors (or, where required by law, by the notary). The procedure for recording minutes envisages that the draft minutes be submitted for sharing to the person who chaired the meeting and, subsequently, to the chief executive officer, the other members of the board of directors, the members of the board of statutory auditors and the delegated judge of the Italian Court of Auditors (“*Corte dei Conti*”) for any comments. Once the deadline set for such comments has expired, the minutes, signed by the person chairing the meeting and the secretary, are transcribed in the specific book of meetings and resolutions of the board of directors, kept in accordance with the law;
- with reference to the documents and information received in connection with board activities, the directors, statutory auditors and the delegated judge of the Italian Court of Auditors - as well as other persons who are called to take part in board meetings and/or who have access to the relevant documents - are required to comply with the confidentiality obligations provided for by current legislation, as well as by the policies and procedures adopted by the Company.

1.5 Board meetings

The following table illustrates the calendar of the board meetings held during the year 2025.

J	F	M	A	M	J	J	A	S	O	N	D
	•	•	•	•	•	•		•	•	•	•
Total											10
Average duration											2h 10m

The participation of all directors in the meetings was regular and the latter were also attended by the board of statutory auditors and by a delegated judge of the Italian Court of Auditors (*Corte dei Conti*).

During 2025, the documentation relating to the items on the agenda was generally provided to the

members of the board of directors and of the board of statutory auditors, as well as to the delegated judge of the Italian Court of Auditors, in compliance with the notice period identified by the organizational regulation of the board of directors (*i.e.*, as a rule, at least three days before the date of the meeting). In compliance with the provisions of the aforesaid regulation, in the cases in which this was not possible in relation, for instance, to extraordinary transactions underway, the chairman still ensured, with the assistance of the secretary, that adequate and detailed information was provided during the board’s meetings.

Moreover, during 2025 the heads of the corporate functions in charge of the various matters related to the items on the agenda have been constantly invited to attend the meetings of the board of directors and, upon invitation by the chief executive officer, they have brought to the discussion their valuable contribution. In particular, the head of the CEO Office, Strategy and Sustainability function regularly attended the meetings; the heads of the staff functions of Administration, Finance and Control, Legal, Corporate, Regulatory and Antitrust Affairs, and People and Organization function, as well as the heads of the Group Planning and Control, Mergers & Acquisitions and Administration units of the Administration, Finance and Control function also frequently attended the meetings, limited to the items on the agenda falling within their respective areas of responsibility.

1.6 Chairman

In May 2023, the ordinary shareholders’ meeting appointed Paolo Scaroni as chairman of Enel’s board of directors.

The chairman acts as a liaison between the executive and non-executive directors and ensures the effective functioning of the board’s work.

For this purpose, in line with what is illustrated in the paragraph “Functioning regulation” of this section of the document, the chairman shall ensure in particular (i) that the pre-meeting information and additional information provided during the meetings are suitable to enable directors to act in an informed manner in the performance of their role; (ii) that the activity of the board committees is coordinated with the activity of the board of directors; (iii) in agreement with the chief executive officer, that the heads of the corporate functions competent for the various items on the agenda attend the board meetings, also at the request of individual directors, to provide the appropriate in-depth analyses of the issues within their respective competences.

Furthermore, the chairman shall ensure that all members of the board of directors and of the board of statutory auditors may participate, after their election and during their term of office, in initiatives aimed at providing them with an adequate knowledge of the business sectors in which the Company and the Group it heads operate, of the corporate dynamics, as well as of the principles of proper risk management and of the regulatory and self-regulatory framework of reference (in this regard, please refer to what is indicated in the paragraph “Board induction and update” of this section of the document). The chairman also ensures the adequacy and transparency of the board review process, coordinating for this purpose with the nomination and compensation committee (as explained in greater detail in the paragraph “Evaluation of the functioning of the board of directors and its committees and guidelines on the quantitative and qualitative composition of the Board of Directors deemed optimal” in this section of the document), and ensures that the board of directors is in any case informed of the development and significant contents of the dialogue held with all shareholders by the first useful meeting (please refer to the paragraph “Engagement Policy” in this section of the document).

The chairman also ascertains whether the Boards’ resolutions are implemented, chairs shareholders’ meetings, and – like the chief executive officer – is authorized to legally represent the Company.

In addition to the powers provided by law, by the bylaws and by the organizational regulation of the board of directors regarding the functioning of the corporate bodies (the shareholders’ meeting and the board of directors), the chairman is also entrusted with the duties of (i) participating, jointly with the chief executive officer, in formulating to the board of directors proposals on the appointment, revocation and compensation of the head of the Company’s “Audit” Function, which reports hierarchically to the board of directors and on which the chairman exercises a supervisory role, and (ii) performing a proactive and supervisory role in the application of corporate governance rules concerning the board of directors’ activities.

Finally, in agreement and coordination with the chief executive officer, the chairman maintains relations with institutional bodies and authorities.

The chairman is supported in the execution of his activities by the secretary of the board of directors, who is appointed by the board itself - upon proposal of the chairman - usually among

executives of the Company with an adequate expertise and experience in corporate law and corporate governance; such requirements must be met even if the secretary is selected outside the Company. The secretary, supported by an adequate organizational structure, shall also provide impartial assistance and advice to the chairman, the chief executive officer and all the other members of the board of directors on any aspect relevant to the proper functioning of the corporate governance system.

1.7 Chief Executive Officer

In May 2023, the board of directors appointed Flavio Cattaneo as chief executive officer of Enel, granting him all the powers to manage the Company, with the exception of those otherwise assigned according to legal or regulatory provisions, Corporate bylaws or the structure of powers also approved in May 2023 (as regards the matters which under such structure are reserved to the board of directors, see the paragraph entitled “Board of directors – Role and functions” in this section of the document). The chief executive officer therefore is the main responsible for the management of the Company.

The chief executive officer is also ascribed the role of the director in charge of the establishment and maintenance of the internal control and risk management system, pursuant to the Corporate Governance Code (for a detailed description of the tasks that such role entails please see the Guidelines of the Internal Control and Risk Management System, available on the Company’s website).

The chief executive officer, as the main responsible for the management of the Company, is the person primarily entitled to deal with institutional investors, providing in meetings with them any appropriate clarification on matters falling within the management powers entrusted to him, in line with the provisions of the Engagement Policy of Enel (for which please refer to the paragraph of the same title in this section of the document).

The chief executive officer reports to the board of directors and to the board of statutory auditors, at least quarterly and in any case during the board of directors meetings, on the operations, the general trend of the Company’s results and on its predictable evolution, as well as on the most relevant transactions under any economic, financial, patrimonial aspects or on transactions which are material with regard to their size or characteristics, carried out by the Company and its subsidiaries.

Enel – report on corporate governance and ownership structure for year 2025

1.8 Executive and Non-executive directors

The Company's board of directors consists of executive and non-executive directors, all of whom have adequate expertise and professional skills.

In accordance with the recommendations set forth in the Corporate Governance Code, the following directors are considered executive directors:

- the chairman of the Company (or of Group's subsidiaries with strategic importance), when he/she is granted management powers or powers relating to the development of corporate strategies;
- directors who hold management powers and/or executive positions in the Company (or in Group's subsidiaries having strategic importance) or in the parent company, when the position also concerns the Company.

Directors who do not fall under any of the abovementioned categories are qualified as non-executive.

According to the analysis carried out by the board of directors - lastly, in February 2026 - with the exception of the chief executive officer/general manager, all of the other members of the same board of directors (Paolo Scaroni, Johanna Arbib, Mario Corsi, Olga Cuccurullo, Dario Frigerio, Fiammetta Salmoni, Alessandra Stabilini and Alessandro Zehentner) are non-executive directors.

The number, expertise, authority, and time availability of the non-executive directors are therefore appropriate to ensure that their judgment can have a significant influence on the decision-making process of the board and to ensure an effective monitoring of management.

The non-executive directors bring their specific expertise to the board's discussions, so as to facilitate an examination of the issues under discussion from different perspectives and consequently the adoption of reasoned and well-informed decisions that correspond with corporate interests.

1.9 Independent directors

In June 2025 and, lastly, in February 2026, on the basis of the information provided by the single persons concerned or otherwise available to the Company, the board of directors verified and confirmed that the independence requirements of the Corporate Governance Code are met by the non-executive directors Paolo Scaroni, Johanna Arbib, Mario Corsi, Dario Frigerio, Fiammetta

Salmoni, Alessandra Stabilini and Alessandro Zehentner. With regard to the chairman Paolo Scaroni in particular, it should be noted that he was indicated as a candidate for this position on the slate from which he was drawn and there are in his regard none of the circumstances that compromise or appear to compromise the independence of directors.

Moreover, during the assessment carried out in February 2026, the board of directors recognized that the independence requirements set forth in the Corporate Governance Code were met also by the non-executive director Olga Cuccurullo, since the role as an executive of the Ministry of the Economy and Finance, reference shareholder of the Company, held by her was no longer deemed to compromise her autonomy and independence of judgement.

In particular, in reaching this conclusion, the board of directors firstly took into account the peculiar nature of the status of reference shareholder of Enel held by the Italian Ministry of the Economy and Finance, as emerging from the recent authentic interpretation provision contained in Article 13, paragraph 1-*bis*, of Law Decree No. 95/2025 (converted with amendments by Law No. 118/2025 as subsequently amended by Article 1, paragraph 268, of Law No. 199/2025), whose content is analyzed below in this paragraph with reference to the verification of the independence requirements of the directors provided by the law. Such recent provision is characterized by the aim of enhancing the unique nature of public shareholdings, reflecting on a legislative level the different approach of the position of the public shareholder compared to the participation of private shareholders. After having analyzed the contents and shared the purposes of such provision, the board of directors has then examined the organizational position and the specific responsibilities assigned to the non-executive director Olga Cuccurullo within the Ministry of the Economy and Finance. From this examination, it was understood that the responsibilities assigned to the person concerned do not include the analysis, management, and valuation of the State's shareholdings (including that of Enel) or the related exercise of shareholder rights; indeed, such responsibilities have been assigned to another department of the same Ministry, to which the office headed by the person concerned is not hierarchically subordinate. Considering that the cases symptomatic of a lack of independence provided by the Corporate Governance Code must be assessed on the basis

of the the principle of the prevalence of substance over form, which generally inspires the implementation of the entire Code, the board of directors has therefore recognized the independence requirements set forth by the same Code as pertaining to the non-executive director Olga Cuccurullo.

The number and skills of independent directors are therefore appropriate to the needs of the company and to the well-functioning of the board of directors, as well as to the establishment of the related committees.

In carrying out the assessment of the independence of its members, the board of directors considered as independent the non-executive directors who neither are part nor have recently been part to relationships, even indirectly, with the Company or with parties related to the latter that could compromise their current autonomy of judgment.

As usual, the procedure followed by the board of directors began with an examination of an information document indicating the offices held and the relationships maintained by non-executive directors that could be deemed relevant for purposes of assessing their respective independence; this phase was followed by the self-assessment carried out by each of the non-executive directors regarding his personal position (also based on the execution of a specific statement from each of the relevant directors), after which the final assessment was made collectively by the board of directors, with the abstention, in turn, of the individual members whose position was under examination.

In evaluating the independence of the non-executive directors, the board of directors took into account the cases in which, according to the Corporate Governance Code, the requisites of independence should be considered lacking and in this regard - as indicated above - applied the principle of the prevalence of substance over form which inspires the implementation of the Code itself.

In order to assess the independence of directors, in accordance with the Corporate Governance Code, the board of directors has referred to specific quantitative parameters – lastly updated in July 2025 – applicable to: (i) the commercial, financial, or professional relationships that may be undertaken, directly or indirectly, by non-executive directors with the Company (or with any person related to the latter); as well as (ii) any remuneration eventually paid by the Company (or its subsidiaries or the controlling entity) to the

non-executive directors in addition to the amount due to them as fixed remuneration for the office held in Enel and for participation in the relevant board committees. The exceeding of such parameters (specified in the Table 1 attached to the present report, together with the cases in which, according to the Corporate Governance Code, the requisites of independence must be considered lacking) precludes, in principle, the relevant non-executive director's satisfaction of the independence requirements provided under such Code.

In this regard, it should be noted that during the indicated evaluations on the independence of the non-executive directors the board of directors acknowledged that none of such parameters had been exceeded.

During the above-mentioned evaluations, the board of directors also confirmed that the non-executive directors Paolo Scaroni, Johanna Arbib, Mario Corsi, Dario Frigerio, Fiammetta Salmoni, Alessandra Stabilini and Alessandro Zehentner also met the requirements of independence provided for by the law (namely by the Consolidated Financial Act) for the statutory auditors of listed companies (such requisites are also clearly specified in Table 1 attached to this report).

Moreover, during the assessment carried out in February 2026, the board of directors recognized that the non-executive director Olga Cuccurullo also met the independence requirements provided for by the Consolidated Financial Act for the statutory auditors of listed companies. In reaching this conclusion the board of directors has taken into account in particular the authentic interpretation provision contained in the abovementioned Article 13, paragraph 1-*bis* of Law Decree No. 95/2025, according to which the term “company” used in Article 148, paragraph 3, of the Consolidated Financial Act must be understood to refer exclusively to “*entities, other than the State and public administrations, which hold shareholdings as part of their business activities or for economic or financial purposes*”. On the basis of the literal meaning of this provision, therefore, the managerial employment relationship between such director and the Ministry of the Economy and Finance, the Company's reference shareholder, is no longer capable of compromising her independence as provided for in the Consolidated Financial Act.

During June 2025 and, afterwards, in March 2026, the board of statutory auditors established that the board of directors, in carrying out the aforesaid

evaluations, correctly applied the criteria recommended by the Corporate Governance Code, following for such purpose a transparent assessment procedure that enabled the board itself to learn about relationships that were potentially relevant for purposes of the independence evaluation.

Lastly, it should be noted that the board of directors has not so far appointed a lead independent director among its members, considering the absence of the conditions specified in the Corporate Governance Code that require the identification of such a position and the absence of a request to that effect made by the independent directors themselves.

In December 2025, the independent directors held a special meeting reserved for them, which the chairman did not attend, in accordance with the guidance provided in the Q&A accompanying the Corporate Governance Code. This meeting focused on major issues concerning the functioning of the board of directors and corporate management. In this context, the independent directors first of all confirmed that the meetings of the various board committees held since the start of the board's mandate have been attended by managers (and, if necessary, external consultants) identified in order to ensure full preliminary support in relation to the issues to be discussed. Moreover, the independent directors unanimously confirmed the optimal functioning of the board of directors and its board committees in terms of organization and the full involvement of the directors on the most important strategic and management issues, also thanks to specific insights and induction sessions. Particular appreciation was thus expressed for the economic and financial results, for the in-depth analysis of the strategic matters and the extraordinary transactions, for the management of the reputational risk, for the attention devoted to creating shared value with stakeholders, as well as for the optimal climate created within the board of directors and its board committees, which always allowed to find a convergence among the different positions expressed by the directors.

It was also noted that there had been an improvement during 2025 regarding the timing of the submission of documents to the board. Lastly, looking forward, the independent directors identified as crucial for the strategic positioning of Enel the profiles concerning the focus on the areas of growth, the attention devoted to matters of technological innovation, and the contribution to long-term sustainability issues relevant to stakeholders.

1.10 Limits on the number of offices held by directors

The directors accept and maintain their office provided they expect to be in a position to devote the necessary time to the diligent performance of their duties, taking into account of both the number and nature of the offices they hold on as directors and/or statutory auditors (or equivalent) in other companies of significant size and the commitment required by the other functions or professional activities they carry out and the offices they hold in associations.

In this regard, it should be noted that since 2006 the board of directors approved a policy (most recently updated in February 2020) regarding the maximum number of offices that its members may hold as directors and/or statutory auditors (or equivalent) in other companies of significant size. In order to ensure that the persons concerned have enough time to effectively perform their duties on the board of directors of Enel, also taking into account their participation in committees established within the board.

Such policy (available on the Company's website) is aligned to the best practices developed on this regard by main proxy advisors and considers significant those offices held as directors and/or statutory auditors (or equivalent) in the following categories of companies:

- a) Italian or foreign companies whose shares are listed on regulated markets;
- b) Italian or foreign companies whose shares are not listed on regulated markets, doing business in the insurance, banking or finance sectors;
- c) Italian or foreign companies other than those specified under letters a) and b) above, that, based on the latest approved – separate and/or consolidated – financial statements, have total assets exceeding Euro 6,600 million and/or revenues exceeding Euro 7,600 million.

The policy adopted by the board of directors establishes differentiated limits upon the number of offices depending on the commitment connected with the role performed by each person involved, both as Enel's directors and as director and/or statutory auditor (or equivalent) in other companies of significant size, excluding from the related calculation those performed within Enel's subsidiaries and affiliates.

It is also expressly provided that Enel's chief executive officer may not hold at the same time the office of director of other companies of significant size that do not belong to the Enel

Group and whose chief executive officer is another director of Enel (therefore prohibiting the so-called “interlocking directorate”).

Furthermore, according to the policy directors undertake to attend at least 90% of the meetings of the board of directors and of the committees they take part in, unless there are serious and justified impediments.

On the basis of the information provided by Enel’s directors pursuant to the aforesaid policy – and taking into account the inquiry carried out by the board of directors most recently in February 2026 – the number of offices they hold as directors and/or statutory auditors (or equivalent) in other companies of significant size is compatible with the limits established under such policy.

1.11 Evaluation of the functioning of the Board of Directors and its Committees and guidelines on the quantitative and qualitative composition of the Board of Directors deemed optimal

According to the provisions contained in its organizational regulation, the board of directors – with the preliminary support of the nomination and compensation committee – periodically assesses the effectiveness of its activities and the contribution of its individual members, by means of a self-evaluation process whose implementation it supervises.

Specifically, the board of directors - with the support of the above-mentioned committee - assesses on an annual basis the size, composition and actual functioning of the board itself and of its committees, also taking into account the role played by the board itself in defining strategies and monitoring management performance and the adequacy of the internal control and risk management system.

The self-evaluation can be carried out with different modalities during the board’s term of office and is supported by an independent advisor. In order to preserve the latter’s independence, the same consultancy firm cannot be appointed to support the self-evaluation process for more than a consecutive three-year period.

The chairman of the board of directors, with the assistance of the secretary, ensures the adequacy and transparency of the self-evaluation process, coordinating for this purpose with the nomination and compensation committee.

Taking into consideration the results of the self-evaluation, the board of directors, in view of each renewal of the board, expresses to the shareholders its guidelines on the qualitative and

quantitative composition of the board of directors that is deemed optimal.

At the end of 2025 financial year and during the first two months of 2026, the board of directors carried out, with the assistance of Eric Salmon & Partners S.r.l. – a consultancy firm specialized in this area and part of a network which since the beginning of 2022 had no further professional relationships with the Enel Group – an evaluation of the size, composition, and functioning of the board itself and its committees (so-called “board review”), in compliance with the international best practices adopted under the Corporate Governance Code. This board review follows similar initiatives that have been conducted on an annual basis by the board of directors since 2004.

With reference to 2025 financial year – as it has already happened since 2018 – the board review concerned not only the board of directors, but also the board of statutory auditors (for the methods and results of such activity with reference to the board of statutory auditors, please see paragraph “Board of Statutory Auditors - Evaluation of the functioning of the board of statutory auditors” in this section of the document). Moreover, still in line with previous years, the board review was carried out according to the “peer-to-peer review” method, i.e. by assessing not only the functioning of the administrative body as a whole, but also the style and content of the contribution provided by each of its members.

The board review concerning the board of directors was based on the preliminary completion of a questionnaire by each director, concerning essentially the size, composition and functioning of the board as a whole; such phase was followed by individual interviews performed by the consultancy firm, in order to carry out an in-depth analysis of both the most relevant issues resulted from the questionnaire and the participation of each director in terms of style and content of its contribution. The chairman of the board of statutory auditors, the secretary of the board of directors, the heads of “Administration, Finance and Control”, “Legal, Corporate, Regulatory and Antitrust Affairs” and “People and Organization” functions were also involved in this activity, as observers of the overall functioning of the board of directors and its committees, in order to enrich the evaluation process with an additional and qualified point of view. The nomination and compensation committee carried out preliminary and supervisory functions with reference to the entire board review process concerning the board of directors, as provided in the organizational

regulation of the board of directors and in the organizational regulation of the committee itself.

In particular, the questionnaires and the interviews concerned: (i) general considerations on the results of the three-year term coming to an end; (ii) the size and composition of the board of directors and its committees; (iii) the assessment of the mix of expertise within the board of directors, also in light of a self-assessment by the directors; (iv) the functioning of the board of directors with particular regard to the organization and conduct of board meetings, and therefore to the clarity, thoroughness and promptness of the information flows, to the quality of the minutes of meetings and to the support provided by the secretariat of the board of directors and by the top management; (v) the role and the responsibilities of the directors, with a specific focus on the chair and the chief executive officer; (vi) the cohesion and collaboration among board members, the dynamics of the board's discussions, and the decision-making processes adopted; (vii) the validity of the induction programme; (viii) the implementation of the sustainability principles within the Company's and the Group's strategies and business model, with particular regard to the implementation of the Corporate Sustainability Reporting Directive; (ix) the impact of innovation technology, artificial intelligence tools and cyber security on the corporate business; (x) the effectiveness of the succession plans for managerial positions; (xi) the committee's structure and functioning and the effectiveness of their activities in supporting the board of directors; (xii) the interaction with the board of statutory auditors, whose composition was renewed during 2025, as well as (xiii) a peer-to-peer evaluation of each director's contribution.

Within the board review process, the consulting firm also carried out both an analysis of the functioning of Enel's board of directors compared to some international best practices, and a benchmark analysis with a selected panel of listed Italian and foreign companies with regard to specific issues concerning the board size and composition.

The results of the board review for the 2025 financial year have allowed for a broader reflection on the functioning of Enel's board of directors during the entire term from 2023 to 2025, which has benefited from a process of growth and maturation in the role, both by the individual board members and the board as a whole. With a completely renewed composition, the board of directors went through an initial phase of natural adjustment, but then, after a period of evolution,

achieved a cohesive structure that is well-prepared and capable of addressing complex issues with rigor and a constructive spirit, thus distinguishing itself by operating in alignment with the best national and international corporate governance practices, as confirmed by the consulting firm.

The quality of the debate, both in board and in committee meetings, has consistently been at a high standard; even when characterized by different perspectives, the debate was in fact based on mutual respect and a commitment to improving the substance of decisions. Within the board, the expertise and experience present, thanks to their complementarity and the common ground provided by the possession of an adequate business judgement by all directors, have made it possible to analyze the issues under discussion from different perspectives, contributing to the joint formation of well-considered and informed decisions.

One of the key factors that defined this term was the complementary roles played by the chairman and the chief executive officer. Both have brought significant expertise and industry knowledge, ensuring a consistent drive and depth of analysis, each within their respective areas of responsibility.

The management's constant participation in board and committee meetings made it possible to provide timely technical support and to respond appropriately to requests for further clarification from board members, who were keen to analyze even the most complex issues. The management's role was also valuable in implementing a comprehensive induction program, which spanned the entire term of office and was highly appreciated by directors and statutory auditors.

Overall, at the end of its term, the functioning of the board of directors can be considered optimal. Any room for improvement is not due to specific shortcomings, but rather to the need to adapt the board's dynamics to the challenges posed by a constantly evolving environment.

Please also note that, taking into account the results of the board review concerning the 2025 financial year and in line with the recommendations of the Corporate Governance Code (and as also expressly provided for in its organizational regulations), the expiring board of directors, after consulting with the nomination and compensation committee, provided Enel shareholders with its guidelines on the quantitative and qualitative composition of the board of directors deemed optimal. These guidelines are

summarized in a specific document which was promptly published on the Company’s website, at the end of February 2026, ahead of the shareholders’ meeting called to renew the board of directors. These guidelines identify the managerial and professional profiles and skills and experiences deemed more appropriate for the various roles within the board of directors, also in light of the Company’s sector characteristics, taking into account the criteria set out in the diversity policy approved by the board itself (for the contents of which, please refer to the paragraph “Board of Directors - Diversity Policy of the board of directors and measures adopted to promote the equal treatment and opportunities regardless of gender within the company structure” in this section of the document).

1.12 Board induction and update of the Board of Directors

Based on the provisions contained in the organizational regulation of the board of directors, the chairman, with the support of the secretary, ensures that all directors and statutory auditors may participate - after their election and during their term of office - in initiatives aimed at providing them with adequate knowledge of the business sectors in which the Company and the Group it heads operate, of corporate dynamics and their evolution (also in view of pursuing Sustainable Success), as well as of the principles of proper risk management and of the reference regulatory and self-regulatory framework.

In this regard, following the appointment of the board of directors resolved by the ordinary shareholders’ meeting held on May 10, 2023, and given the renewal of the entire board composition, the Company organized a specific induction program aimed at equipping directors with adequate knowledge of the business sectors in which the Group operates, as well as business dynamics and their evolution, market trends and the relevant regulatory framework; statutory auditors were regularly involved too.

During 2023, several induction sessions were then held, covering the corporate governance of the Company and the Group, the structure and operation of the electricity system in general, as well as some insights regarding the different business lines and the “People and Organization” staff function. During 2024 and 2025, the induction programme continued with further initiatives focusing on climate change, cyber

security, innovation (with a specific focus on digital innovation), the technologies and prospects of the production of energy by nuclear sources, artificial intelligence, Data Centers and the energy market in Italy. Moreover, during 2025 the board of directors has examined in depth certain issues relating to cyber security, with particular regard to the changes introduced by Legislative Decree No. 138/2024, which transposed Directive (EU) 2022/2555, on measures for a high common level of cybersecurity across the European Union (so-called “NIS2 Directive”). Lastly, please note that, during the same financial year, a special induction session on climate change was held, dedicated to the director Johanna Arbib, as the non-executive director with the duty to monitor climate and Net Zero transition issues within the corporate governance and sustainability committee ⁽¹⁶⁾.

1.13 Diversity policy of the board of directors and measures adopted to promote the equal treatment and opportunities regardless of gender within the company structure

With regard to the composition of the board of directors, Enel applies several diversity criteria, also gender based, in compliance with the primary objective of granting an adequate level of expertise and professionalism of the directors. In particular, in January 2018, the board of directors, upon proposal of the corporate governance and sustainability committee and of the nomination and compensation committee, in implementation of the provisions provided for by the Consolidated Finance Act, approved a diversity policy that describes the optimal features of the composition of the board itself, in order for it to exercise its functions in the most effective way taking decisions with the concrete contribution of plural qualified point of views capable of examining the issues under discussion from different perspectives.

In drafting such diversity policy, the board of directors has moved from the awareness that diversity and inclusion are two fundamental elements of the business culture of a multinational group as the Enel Group. In particular, valorization of diversities as a funding basis for the Sustainable Success of the Company is a reference paradigm both for Group’s employees and members of Enel’s board of directors and board of statutory auditors.

⁽¹⁶⁾ For further information regarding the expertise and skills of the board of directors and the board of statutory auditors on sustainability matters, as well as on the access to such expertise and skills, please refer to the information provided

– in accordance with ESRS 2, GOV-1 – in the consolidated sustainability statement included in the annual financial report for the financial year 2025.

With reference to types of diversity and the relevant objectives, the afore-mentioned policy (available at the Company’s website), states that:

- on the most part, directors should be non-executive and should have the independence requisites set forth by the law and the Corporate Governance Code. An optimal composition should be characterized, in particular, by the presence of a majority of independent directors;
- even when law provisions requiring gender balance have ceased to be effective, it is in any case important to ensure that at least one third of the board of directors is constituted by directors belonging to the less represented gender, both upon the election and during the term of office;
- the Group’s international profile should be taken into account, ensuring the presence of at least one third of directors having an adequate internationally-oriented experience. Such international profile is also considered important in order to prevent both the standardization of opinions and the development of “group thought” and is evaluated on the basis of the managerial, professional, academic or institutional activities carried out in the international context by each director;
- in order to better balance continuity and renewal in the management, a balanced combination of different seniorities – as well as different ages - should be guaranteed within the board of directors;
- non-executive directors shall have a managerial and/or professional and/or academic and/or institutional profile, such as to mix diverse and complementary experiences and skills, that are identified in the above-mentioned policy. Furthermore, considering the different roles carried out by the chairman and the chief executive officer, the policy describes the competences, experiences and soft skills deemed more suitable for an effective performance of their respective tasks.

The diversity policy concerning the composition of the board of directors does not include disabilities among the relevant profiles, which are nevertheless adequately protected and valued within the diversity and inclusion policies applicable to employees of the Group.

With reference to implementation modalities of the diversity policy, it should be noted that, considering Enel ownership structure, the board of directors has abstained from presenting its own slate of candidates, in the event of its several renewals, since no difficulties have been faced by the shareholders to present satisfactory candidatures. Thus, the policy mainly aims at orienting the candidatures submitted by the shareholders in case of renewal of the entire board of directors ensuring in such circumstances an adequate consideration of the benefits which may derive from a harmonious composition of the board itself, in line with the various above-mentioned diversity criteria.

The current composition of the board of directors overall complies with the policy’s objectives for the various types of diversity ⁽¹⁷⁾.

The nomination and compensation committee also takes into account the provisions of the diversity policy when it is called to propose to the board of directors candidates to the office as directors, considering the proposals submitted by the shareholders’ (if any) in the cases provided by its organizational regulation (for detailed explanation of such cases please refer to this section of the report under “Committees - Nomination and Compensation Committee – Tasks”).

Enel is also committed to promote an inclusive work environment and to ensure an effective equality of treatment and opportunities among genders within its entire corporate organization, through structured listening initiatives and actions whose results and impacts are handled according to an approach based on data collection and analysis, supported by monitoring systems and periodic information flows at a global level.

Such initiatives are developed consistently with the principles and guidelines, defined in the corporate policy of the Group on diversity, equity, inclusion and belonging (so-called “DEIB – Diversity, Equity, Inclusion and Belonging Policy”), adopted in 2024 and subject to constant updates.

The DEIB Policy, together with the “Health and Wellbeing” Policy of the Group (last updated in 2025), represents the internal regulatory framework of reference in this area.

The implementation of the DEIB Policy is ensured by a structured governance model, based on the active involvement of the management, on

⁽¹⁷⁾ With reference to the diversity of the members of the board of directors, please also refer to the information provided – in accordance with ESRS 2, GOV-1 – in the

consolidated sustainability statement included in the annual financial report for the financial year 2025.

the widespread accountability at all organizational levels and on the continuous improvement of company processes. Such Policy identifies as follows the main priority areas for actions at a global level: (i) support to parenthood and to caregiving; (ii) promotion of intergenerational exchange; (iii) gender and pay equity; (iv) cultural integration; (v) inclusion of different abilities, of neurodivergent conditions and of vulnerabilities situations; (vi) respect of affective orientation and of gender identity.

In October 2025, the Group launched a global climate survey, with the aim of continuously improving the work environment so that every person can express themselves, contribute, and feel part of an increasingly open and inclusive culture. The results of the survey were particularly positive, especially with regard to well-being and the work environment, work-life balance, sense of belonging to the Group, and inclusion. On the basis of the survey results, a global improvement action plan for 2026 was defined.

With specific reference to gender equality, Enel has undertaken specific commitments over time, including at the international level, starting with its adherence in 2015 to the Women's Empowerment Principles, the seven principles promoted by UN Global Compact and by UN Women. Alongside these initiatives, there are: (i) participation in 2021 in the *Equal by 30* campaign, aimed at achieving gender equality in the clean energy sector by 2030; (ii) the CEO Commitment, through which in 2021 the Company formalized its commitment in recruitment, career development, and pay equity among genders; (iii) the Forward Faster programme, which in 2023 set ambitious targets in the areas of environment and inclusion, in line with the principles of the Just transition. In addition, Enel is involved in various ratings ⁽¹⁸⁾ and is included in several ESG indexes.

Furthermore, during 2025, Enel obtained for the second consecutive year the certification of gender equality pursuant to UNI/PdR 125:2022, strengthening the leadership in this field and the commitment to inclusion and equality. In this context, specific measures have been adopted to promote salary balance and the managerial development of women, both at global and local level.

The strategy of Enel on gender matters is aimed not only at women already working in the company, but also at the new STEM generation,

in order to strengthen the presence of women in emerging and high-growth sectors. In all the countries in which it operates, the Group promotes interest in STEM subjects through dedicated initiatives and partnerships with schools and universities.

The Group is also committed to ensuring the full inclusion of people with disabilities, neurodivergent conditions or vulnerabilities and recognises their full potential, in line with the UN Convention on Human Rights (2021), transposed into the DEIB Policy. In this regard, thanks to targeted listening initiatives, Enel has developed projects in various countries to promote inclusion, offering assistance tools and dedicated support paths to the people.

Moreover, in order to guarantee equal opportunities of access to information and digital systems, in 2021, Enel adopted a policy on digital accessibility.

In almost all countries where the Group is present, from several years smart working has been active, extended to all employees in charge of activities that can be performed remotely, in order to promote flexibility and integration between private and professional life.

The Group has long been committed to promoting, at all organizational levels, an open, safe and merit-based work environment, aimed at fostering the diffusion of an inclusive and prejudice-free culture, as well as at adopting responsible behaviour and respectful and inclusive language. This commitment is realized through communication campaigns, dedicated global and local events, and specific training courses.

The path taken to promote a culture of zero tolerance towards all forms of harassment, which began in 2019 with the adoption of the first policy at the Group level, was further consolidated in 2025 with the publication of the Global Workplace Violence and Harassment Policy, which is in line with Enel's values and with relevant legislation, also international.

1.14 Remuneration

Shareholders' meetings determine the remuneration of the members of the board of directors; the board of directors sets the additional remuneration for the members of the committees with consultative and proposing functions instituted within the board of directors, upon a

⁽¹⁸⁾ Among the main ESG ratings, it is worth mentioning: (i) the Corporate Sustainability Assessment (CSA) by Standard & Poor's Global; (ii) the MSCI ESG Rating; (iii) the ISS ESG

Corporate Rating; (iv) other thematic indexes, including the Refinitiv D&I Index, the Equileap, the World Benchmarking Alliance (WBA).

proposal submitted by the nomination and compensation committee, upon consultation with the board of statutory auditors; the total remuneration for the chairman and for the chief executive officer/general manager is also established by the board of directors, upon a proposal submitted by the nomination and compensation committee and consultation with the board of statutory auditors.

Such remuneration is determined in accordance with the remuneration policy for directors, statutory auditors and executives with strategic responsibilities, prepared by the board of directors through a transparent procedure and submitted to the shareholders' meeting for approval. The remuneration policy for 2025 is functional to the pursuit of the Company's Sustainable Success and takes into account the need to attract, retain and motivate people with the skills and professionalism required by their role in the same Company. For the contents of such policy, please refer to the first section of the report on the remuneration policy for 2025 and compensations paid in 2024, available to the public at the Company's registered office and on the Company's website.

For a detailed description of the structure and of the amount of the remuneration due to directors for 2025 financial year, please see the second section of the report on the remuneration policy for 2026 and compensations paid in 2025, made available to the public at the Company's registered office and on the Company's website, in compliance with the applicable law.

2. Committees

2.1 *Organizational and functioning rules*

The board of directors set up within the board itself the following four committees:

- nomination and compensation committee;
- control and risk committee;
- corporate governance and sustainability committee;
- related parties committee.

It should be noted that the responsibilities related to compensation and nomination have thus been jointly assigned to the same committee. Such unification, in line with what is expressly provided by the Corporate Governance Code, complies with the composition requisites provided under the Code for both committees and ensures an effective and efficient performance of the relevant tasks.

Special organizational regulations approved by the board of directors (available on the Company's website) govern the composition, tasks, and functioning of the said committees. The composition of the committees is determined by the board of directors taking due account of the competence and experience of the related members and avoiding an excessive concentration of offices.

In particular, the organizational regulations provide that:

- the nomination and compensation committee and the control and risk committee are comprised of non-executive directors, the majority of whom (including the chairman) are independent;
- the corporate governance and sustainability committee is comprised of a majority of independent directors; and
- the related parties committee is comprised exclusively of independent directors.

In carrying out their duties, the committees in question are empowered to access the information and corporate functions necessary to perform their respective tasks and may avail themselves of external consultants at the Company's expense subject to the limits of the budget approved, for each committee, by the board of directors (except for the related parties committee that is not subject to budget limits in retaining external consultants). In this regard, it should be noted that in the event that the nomination and compensation committee decides to avail itself of external consultants in order to obtain information on market practices concerning remuneration policies, it previously verifies that the consultant is not in any situation which may effectively compromise his independence of judgment, while the related parties committee ascertains, in advance, the independence and the absence of conflicts of interest, as well as the professional competence and skills of the consultant in relation to the subject matters concerning the transactions in which respect the committee shall issue its opinion.

Each committee appoints a secretary, who can also not be one of its members, who is assigned the task of drafting the meeting minutes. The chairmen of the nomination and compensation committee, of the control and risk committee and of the corporate governance and sustainability committee inform the board of directors on the matters discussed by each committee within their respective meetings, during the first available

meeting of the board of directors following the committees' meetings.

The chairman of the board of statutory auditors, or another designated auditor, attends the meetings of each committee (the other regular statutory auditors are also entitled to attend) and, upon invitation by the chairman of the relevant committee, meetings may also be attended by other members of the board of directors or representatives of the company's functions or third parties whose presence may support the performance of the committee's duties. The meetings of the control and risk committee are also normally attended by the head of the "Audit" function, and the meetings of the nomination and compensation committee are also normally attended by the head of the "People and Organization" function; no directors may attend those meetings of the nomination and compensation committee that are called to resolve upon proposals regarding their own compensation, to be submitted to the board of directors, except in the case of proposals concerning all the members of the committees established within the board of directors.

As regards the convening, holding and minuting of meetings, the organizational regulations of the various committees mentioned above provide that:

- the notice of call - which indicates the day, time and place of the meeting, the list of items to be discussed and the procedures established for participation, which may also be by means of telecommunications – is sent to the members of each committee, as well as to the regular members of the board of statutory auditors and any other persons invited to attend, as a rule, at least three days before the date set for the meeting or anyway, in case of urgency, subject to a minimum prior notice normally of 24 hours. The documentation relating to the items on the agenda is normally provided at the same time as the notice of call. In this regard, it should be noted that in 2025 the advance notice period was generally respected for the meetings of the various committees; in the rare cases in which it was actually not possible to make the documentation relating to the items on the agenda available at the same time as the notice of call was sent out, the chairman of each committee ensured that adequate and detailed information was provided during the meeting;
- participation in meetings may take place by means of telecommunications exclusively, (therefore without the need to indicate the location of the meeting in the notice of call or in the relevant minutes), or in a "hybrid" manner; in the latter case, only the secretary is required to be present at the location indicated in the notice of call;
- meetings are chaired over by the chairman of the committee or, in his absence or impediment, by the oldest member. The majority of the members in office must be present for the meetings to be valid; resolutions are adopted by an absolute majority of those present, with the vote of the person chairing the meeting prevailing in the event of a tie. Some specific provisions in this regard, applicable to the meetings of the related parties committee in the event that one or more members of such committee are counterparty of a given related parties transaction (or a related party of such counterparty), are also contained in the specific corporate procedure for transactions with related parties;
- the meetings of each committee are recorded in minutes which, signed by the person chairing the meeting and by the secretary, are kept in chronological order by the latter.

2.2 *Nomination and Compensation Committee*

Composition

In 2025, the nomination and compensation committee was composed of the following directors, the majority of whom are independent directors, including the chair: Alessandra Stabilini (as chairman), Johanna Arbib, Olga Cuccurullo, Dario Frigerio, and Fiammetta Salmoni. The board of directors verified that Dario Frigerio has adequate knowledge and experience in financial matters.

Tasks

The nomination and compensation committee is responsible for supporting the board of directors, through proper inquiry, in its assessments and decisions, on the one hand, on the size and composition of the board itself, and on the other hand, the compensation of the executive directors, of the other directors who hold special offices and of all the non-executive directors, as well as of the executives with strategic responsibilities.

Specifically, pursuant to the organizational regulation lastly updated in July 2025, the

Enel – report on corporate governance and ownership structure for year 2025

nomination and compensation committee is entrusted with the consultative and proposing tasks illustrated below.

The committee, in its capacity as nomination committee is called to:

- prepare the board review process, formulating proposals to the board of directors regarding the appointment of a firm specialized in the sector, as well as the definition of the modalities and the timing-frames of the process itself; the committee shall also examine the results of the board review, summarized in the report prepared by the firm in charge, in order to formulate any observations and/or suggestions on the issues within the scope of its tasks in view of the subsequent sharing by the board of directors. In carrying out these activities, the committee shall act in coordination with the chairman of the board of directors, who may also attend the meetings of the committee for this purpose and who shall be responsible for ensuring the adequacy and transparency of the board review process with the assistance of the secretary of the board of directors and with the support of the committee itself;
- formulate opinions to the board of directors on the optimal size and composition of the board and its committees and expressing recommendations on the managerial and professional profiles whose participation in the board would be deemed advisable;
- express recommendations to the board of directors on the contents of the policy on the maximum number of offices held as director and/or statutory auditor (or equivalent) in other companies of significant size which could be considered compatible with an effective performance of the office of director of the Company;
- propose to the board of directors' candidates for the office of director, taking into account possible suggestions received from the shareholders:
 - in the event of co-optation;
 - if, in the event of the renewal of the board of directors, it is envisaged that it will not be possible to draw from the slates submitted by the shareholders the required number of directors, such that the outgoing board may in this case express its own additional candidatures to be submitted to the shareholders' meeting;

– if, in the case of a renewal of the board of directors, the outgoing board decides to avail itself of the right provided under the bylaws to submit its own slate;

- together with the corporate governance and sustainability committee, support the board of directors in drafting – and, if necessary, updating – a “contingency plan”, which shall provide for the actions to be taken in order to ensure the proper management of the Company in the event of early termination of the chief executive officer before the expiry of the ordinary term of office;
- in the event of early termination of the chief executive officer before the expiry of the ordinary term of office, propose to the board of directors the identification of the new chief executive officer together with the corporate governance and sustainability committee, taking also into consideration any indications provided by those shareholders that submitted the slate from which the outgoing chief executive office was drawn.

The committee, in its capacity as compensation committee is called to:

- assist the board of directors in drafting the remuneration policy of the directors and of the executives with strategic responsibilities, also evaluating periodically the adequacy, overall consistency and actual application of the adopted policy on the basis of information provided by the chief executive officer concerning the implementation of such policy with respect to the executives with strategic responsibilities;
- submit to the board of directors proposals for or expressing opinions on the remuneration of the executive directors and the other directors who hold particular offices, as well as the identification of performance targets related to the variable component of such remuneration, monitoring the implementation of the resolutions adopted by the board and verifying, in particular, the actual achievement of performance targets;
- examine in advance the report on the remuneration policy and compensations paid to be made available to the public in view of the annual shareholders' meeting called for the approval of the financial statements.

Furthermore, in its capacity as compensation committee, within the framework of its duties, the committee also plays a central role in elaborating

Enel – report on corporate governance and ownership structure for year 2025

and monitoring the performance of incentive systems (including share-based plans, if any), addressed to the management and conceived as instruments aimed at attracting and motivating resources with appropriate abilities and experience, developing their sense of belonging and ensuring their constant, enduring effort to create value.

In addition to those recommended by the Corporate Governance Code, the nomination and compensation committee may eventually perform the task of assisting the chief executive officer and the relevant corporate functions in developing the potential of the Company’s managerial resources, recruiting talented people, and promoting related initiatives with universities.

Committee’s activities in 2025

The following table illustrates the calendar of the nomination and compensation committee’s meetings held during year 2025:

J	F	M	A	M	J	J	A	S	O	N	D
•	•	•	•			•		•	•	•	•
	•	•									
		•									
Total											12
Average duration											1h 25m

During these meetings, which were regularly attended by all its members (as well as by the chairman and by the other regular members of the board of statutory auditors), the nomination and compensation committee, also availing itself of external independent consultants (at the Company’s expense), has carried out the following main activities.

The committee, in the course of 11 out of the 12 meetings held, in its capacity as compensation committee:

- assessed the adequacy, the overall consistency and the effective application of the remuneration policy adopted in 2024;
- defined the proposal for the remuneration policy for directors and executives with strategic responsibilities for 2025, as well as the draft of the report on the remuneration policy for 2025 and compensations paid in 2024;
- defined the proposal (i) for the MBO Plan for the chief executive officer/general manager and (ii) for the LTI Plan for the chief executive officer/general manager and for the top management with reference to the 2025 financial year, as well as for the related

modalities and timing for the award to beneficiaries of the base amount;

- verified the level of achievement of the performance targets under the existing incentive plans;
- verified (i) the level of share ownership achieved at the end of 2024 by the chief executive officer/general manager and key management personnel as recipients of the policy (so-called “share ownership guidelines”) that defines a minimum level of share ownership that they have to reach and maintain over time; as well as (ii) the consistency of such share ownership with the overall objective of the share ownership guidelines;
- analyzed the outcomes of the shareholders’ meetings votes upon the report on the remuneration policy for 2025 and compensations paid in 2024, as well as upon the 2025 LTI Plan for the chief executive officer/general manager and for the top management, starting, based on this analysis the preparation of: (i) the remuneration policy for directors and executives with strategic responsibilities for 2026; (ii) the MBO Plan for the chief executive officer/general manager and of the LTI plan for the chief executive officer/general manager and for the top management with reference to the 2026 financial year;
- examined the scheduling of the engagement activities with proxy advisors and institutional investors on remuneration matters in view of the shareholders’ meeting of May 22, 2025.

The committee, in the course of 5 out of the 12 meetings held, in its capacity as nomination committee:

- examined the results of the board review process for the 2024 financial year, reporting its considerations thereon to the board of directors;
- instructed the initiation of the board review process for the 2025 financial year, identifying, in particular, the consultancy firm to be entrusted with the task of supporting the board of directors and its committees in the performance of such activity and proposing its appointment to the board of directors. The committee also carried out monitoring functions on the developments of the same board review process, coordinating, to this purpose, with the chairman of the board of directors, who regularly attended the committee meetings

Enel – report on corporate governance and ownership structure for year 2025

in connection with the discussion of this matter.

2.3 Control and Risk Committee

Composition

In 2025, the control and risk committee was composed of the following directors, the majority of whom are independent directors, including the chairman: Dario Frigerio (as chairman), Mario Corsi, Olga Cuccurullo, and Alessandro Zehentner.

The board of directors ascertained that Dario Frigerio has an appropriate knowledge and experience in accounting and finance, as well as in risk management, and that Mario Corsi has an appropriate knowledge and experience in risk management.

In addition, the board committee had as a whole during 2025 adequate expertise in the business sector in which the Company and the Group operate, in order to assess the related risks.

Tasks

The control and risk committee has the task of supporting, through an adequate inquiry, the assessments and decisions of the board of directors regarding the internal control and risk management system and the approval of periodic financial and non-financial reports.

Specifically, pursuant to the organizational regulation, lastly updated in July 2025, the control and risk committee is entrusted with the following consultative and proposing tasks:

- supporting the board of directors, by formulating specific opinions in connection with the performance of the tasks regarding internal control and risk management matters assigned to the board by the Corporate Governance Code (such tasks are analyzed in the paragraph entitled “Board of directors – Role and functions” above);
- assessing - upon consultation with the executive in charge of preparing corporate accounting documents, the audit firm and the board of statutory auditors - the proper application of accounting principles and their uniformity for the purposes of preparing the periodic financial reports; assessing the adequacy of periodic financial and non-financial information to correctly represent the business model, the strategies of the Company and the Group it heads, the impact of the corporate activities and the performance achieved, in coordination with

the corporate governance and sustainability committee as regards non-financial periodic information;

- examining the issues relevant to the internal control and risk management system dealt with in the sustainability statement referred to in Legislative Decree no. 125/2024 issuing a prior opinion to the board of directors;
- expressing opinions on specific aspects regarding the identification of the Company’s main risks;
- reviewing the periodic reports concerning the assessment of the internal control and risk management system, as well as the other reports prepared by the “Audit” function that are particularly significant;
- monitoring the independence, adequacy, effectiveness and efficiency of the “Audit” function;
- examining the main corporate rules and procedures related to the internal control and risk management system which are relevant for stakeholders – among which it should be noted the organizational and management model prepared pursuant to Legislative Decree No. 231/2001, the Code of Ethics, the “Zero Tolerance for Corruption” Plan and the Human Rights Policy – submitting such documents to the board of directors for approval and assessing any possible subsequent amendments or supplements to the same;
- reporting to the board of directors, at least once every six months, on the activity carried out and on the adequacy of the internal control and risk management system;
- supporting, with adequate preliminary activities, the board of directors in its assessments and resolutions regarding the management of risks arising from detrimental facts which the board may have become aware of;
- perform any additional task assigned to it by the board of directors.

The committee may also ask the “Audit” function to perform checks on specific operating areas, giving simultaneous notice to the chairman of the board of statutory auditors, to the chairman of the board of directors and to the director in charge of establishing and maintaining the internal control and risk management system, except where the

Enel – report on corporate governance and ownership structure for year 2025

subject matter of the request specifically concerns such persons' activity.

Committee's activities in 2025

The following table illustrates the calendar of the control and risk committee meetings held during the year 2025.

J	F	M	A	M	J	J	A	S	O	N	D
•	•	•	•	•	•	•		•	•	•	•
	•					•					
Total											13
Average duration											2h 25m

During such meetings, regularly attended by all of its members and held in joint session with the board of statutory auditors the control and risk committee carried out the following main activities:

- evaluated the work plan prepared by the head of the "Audit" function for 2025, expressing, within the scope of its responsibilities, a specific favourable opinion, and monitoring the work in progress of such plan;
- evaluated the accounting of the audit activities carried out throughout 2024, expressing in this regard – based on the related outcomes and within the scope of its tasks – a positive assessment regarding the adequacy and effectiveness of the internal control and risk management system. Lastly, in February 2026, the committee evaluated the accounting of the audit activities carried out throughout 2025, expressing in this regard – based on the related outcomes and within the scope of its tasks – a similar positive assessment on the adequacy and effectiveness of the internal control and risk management system;
- monitored the autonomy, adequacy, effectiveness and efficiency of the "Audit" function, without making any remarks;
- expressed a positive assessment regarding the update of the mandate of the "Audit" function;
- received from the head of the "Risk Control" unit (established within the "Administration, Finance and Control" function) periodic updates on a quarterly basis about the trend of the main Group risks;
- met, in several occasions, the Enel's Supervisory Board, in order to examine both the activity plan for 2025 and the monitoring and supervisory activities carried out by the latter in 2024 and in the first six months of 2025 on the compliance with the

Organizational and Management Model set forth under Legislative Decree No. 231/2001. In such meetings the committee acknowledged the regular functioning of the Supervisory Board and the positive evaluation expressed by the latter on the adequacy of Enel's internal control system to prevent the commission of the offences provided for by the same Model. As part of the meetings with this Body, a proposal to update the above organizational and management model was also examined and shared;

- analyzed the main accounting decisions, the most important accounting standards and the impact of new international accounting standards on the periodical financial reports subject to the approval by the board of directors throughout 2025. The committee has also reviewed the impairment test procedure on the consolidated financial statements for 2024 on which it has expressed, within the scope of its responsibilities, a favourable opinion;
- examined the outcomes of the line monitoring and the activities of independent testing and assessment of the internal control system on Enel Group's corporate reporting process, in view of the issuance by the chief executive officer and the executive in charge of preparing corporate accounting documents of the declaration concerning the stand-alone financial statements of Enel, the consolidated financial statements and the consolidated sustainability statement of the Enel Group related to the 2024 financial year as well as the half-year financial report at June 30, 2025 of the Enel Group;
- examined the consolidated sustainability statement for the 2024 financial year, expressing, within the scope of its responsibilities, favourable opinion on the contents of such document relevant for the purposes of internal control and risk management system;
- assessed, through the whistleblowing channel, the reports received during the 2024 financial year and the first nine months of 2025 on the basis of the provisions of the Code of Ethics;
- supported the board of directors in evaluating the adequacy of the organizational, administrative and accounting structure of the Company and the Group;
- examined the double materiality process and the metrics for the assessment of impacts, risks and opportunities ("IRO") for the purpose of

Enel – report on corporate governance and ownership structure for year 2025

the preparation of the consolidated sustainability statement for the 2025 financial year;

- examined and shared the contents of a proposal to update the “ethics-related” documents of the Group (*i.e.*, the Code of Ethics, the Human Rights Policy, the Zero Tolerance of Corruption Plan, the Enel Global Compliance Program);
- met the managers of (i) the global business line Enel Green Power and Thermal Generation, Enel Grids and Innovation, Global Energy and Commodity Management & Chief Pricing Officer and Enel Commercial; (ii) the People and Organization, External Relations and Security staff functions (iii) the global service function Global Services, as well as; (iv) the Rest of the World region and the Italy country, for an update on the existing risks within the scope of their respective responsibilities, and on the instruments used to mitigate their effects;
- carried out in-depth analyses regarding (i) the main regulatory and antitrust proceedings in which companies of the Group are involved; (ii) the Group’s most significant litigation; (iii) the Group’s most significant tax litigation; (iv) the tax risk management and control system under the collaborative compliance regime, as well as (v) the internal control and risk management system in the areas of cyber security, artificial intelligence, as well as health and safety within the Enel Group;

2.4 Related Parties Committee

Composition

During 2025 the related parties committee was composed of Fiammetta Salmoni (as chairman), Mario Corsi, and Alessandro Zehentner, all of whom qualified as independent directors.

Tasks

The related parties committee was established pursuant to the procedure on related party transactions, adopted by the board of directors in the month of November 2010 and subsequently amended, lastly in June 2021. It has essentially the task of issuing reasoned opinions on the interest of Enel – as well as of the companies that Enel controls, either directly or indirectly, and that may be involved in the transactions – in the completion of transactions with related parties, expressing an assessment on the convenience and substantial fairness of the relevant conditions, after receiving timely and adequate information in advance. In connection with “major transactions” (as defined

in the aforementioned procedure), such committee may also request information and make comments to the chief executive officer and those persons in charge of the negotiations or the inquiry on matters related to the information received. Lastly, the committee decides upon those cases, possibly submitted to its attention by the advisory board established pursuant to the same procedure, in which the identification of a related party or the regular nature of a transaction is disputed.

For a more detailed analysis of the provisions of the above-mentioned corporate procedure, please refer to paragraph “Other corporate governance practices – Related Party Transactions” of this section of this document.

Committee’s activities in 2025

The following table illustrates the calendar of the related parties committee meetings held during the year 2025.

J	F	M	A	M	J	J	A	S	O	N	D
	•	•		•		•		•	•		
Total											6
Average duration											40m

During these meetings, which were regularly attended by all its members (as well as the chairman and other regular members of the board of statutory auditors), the related parties committee carried out the following main activities:

- analyzed the annual information concerning the application of the cases of exclusion contemplated by the corporate procedure for regulating related parties transactions in relation to “major transactions” as well as, in aggregate form, regarding “minor transactions”;
- met with the members of the *Comité de Auditoria y Cumplimiento* of the Spanish listed subsidiary Endesa S.A., as well as the chairmen of the *Comité de Directores* of the Chilean listed subsidiaries Enel Américas S.A. and Enel Chile S.A. for an update on (i) the local regulations and the respective corporate procedures regulating the approval of related party transactions and (ii) transactions with related parties actually carried out in 2024 (for what concerns the Chilean companies) or in the last quarter of 2024 and in the first nine months of 2025 (for what concerns Endesa) by such companies and their subsidiaries;

Enel – report on corporate governance and ownership structure for year 2025

- reviewed the results of continuous monitoring activities of the Audit function on the process of handling related party transactions carried out in 2024;
- expressed its favourable opinion on the interest of Enel in the completion of certain “minor transactions” with related parties submitted to the same committee during 2025, as well as on the convenience and substantial fairness of the related conditions.

2.5 Corporate Governance and Sustainability Committee

Composition

During 2025, the corporate governance and sustainability committee was composed by Paolo Scaroni (as chairman), Johanna Arbib, and Alessandra Stabilini, all of whom qualified as independent directors.

Tasks

The corporate governance and sustainability committee assists with preliminary functions, both propositive and consultative, the board of directors on its assessments and decisions related to the corporate governance of the Company and the Group and to sustainability ⁽¹⁹⁾ issues. In particular, according to the organizational regulation, last updated in July 2025, the corporate governance and sustainability committee has the following specific tasks:

- monitoring the evolution of the legal framework, as well as national and international best practices in relation to corporate governance, updating the board of directors in case of significant changes;
- verifying that the corporate governance system adopted by the Company and the Group is compliant with applicable laws, recommendations set forth under the Corporate Governance Code and national and international best practices;
- submitting to the board of directors proposals for amendments of the aforementioned corporate governance system, if it is deemed necessary or appropriate;
- analysing the results of the board review - without prejudice to the preliminary competence of the nomination and compensation committee and to the task entrusted to the chairman of the board of

directors to ensure the adequacy and transparency of the process of the board review - as summarized in the report prepared by the consulting firm in charge, in order to formulate any observations and/or suggestions on the issues under its responsibility in view of the subsequent sharing by the board of directors;

- supporting the board of directors, together with the nomination and compensation committee, in preparing - and, if necessary, updating - a “contingency plan” providing the activities to be carried out in order to guarantee the proper management of the Company in case of early termination of the chief executive officer before the expiry of the ordinary term of office;
- in the event of early termination of the chief executive officer before the expiry of the ordinary term of office, proposing to the board of directors the identification of the new chief executive officer together with the nomination and compensation committee, taking also into account any indications provided by those shareholders that submitted the slate from which the outgoing chief executive office was drawn;
- examining in advance the annual report on corporate governance to be published at the same time as the annual financial statements;
- monitoring on sustainability-related issues in connection with the Company’s business and the interaction dynamics between the latter and its relevant stakeholders;
- examining the guidelines set forth under the sustainability plan, as well as the materiality matrix - which identifies priority issues for stakeholders in the light of the Group’s business strategies - periodically assessing the achievement of the objectives defined in the plan;
- examining the implementation modalities of the sustainability policy;
- supervising the inclusion of Enel in the main sustainability indexes, as well as its participation in the most relevant international events on this matter;
- examining the general approach and the articulation of the contents of the

⁽¹⁹⁾ Sustainability includes, among others, issues related to climate change, atmospheric emissions, water management, biodiversity, circular economy, health and safety, diversity, management and development of people working in the

company, relations with communities and customers, supply chain and other stakeholders, ethical conduct and human rights.

Enel – report on corporate governance and ownership structure for year 2025

consolidated sustainability statement referred to in Legislative Decree No. 125/2024, as well as the compliance of the information provided by means of the latter with the reference rules and the standards of sustainability reporting adopted, issuing a prior opinion to the board of directors in this regard;

- examining the main corporate rules and procedures that might be relevant for stakeholders – including, in particular, the Organizational and Management Model prepared pursuant to Legislative Decree no. 231/2001, the Code of Ethics, the “Zero Tolerance for Corruption” Plan and the Human Rights Policy - submitting these documents for approval to the board of directors and evaluating whether they should subsequently be amended or supplemented;
- performing additional tasks assigned it by the board of directors. In this context, the committee has the task of periodically verifying the correct application of the Engagement Policy of Enel and the adequacy of the relevant provisions in the light of the evolution of best practices in this field at national and international level, submitting any proposals for amendment or integration to the board of directors.

Committee’s activities in 2025

The following table illustrates the calendar of the corporate governance and sustainability committee meetings held during year 2025:

J	F	M	A	M	J	J	A	S	O	N	D
	•	•	•		•						•
		•									
Total											6
Average duration											1h

During such meetings, which were regularly attended by all its members (as well as by the chairman and by the other regular members of the board of statutory auditors) the corporate governance and sustainability committee carried out the following main activities:

- examined the twelfth Report on the implementation of the 2018 edition of the Corporate Governance Code and the subsequent recommendations by the Italian Corporate Governance Committee, therefore sharing the structure and contents of the report on corporate governance and ownership structures for the year 2024;
- reviewed the findings of the board review process in respect of the 2024 financial year,

reporting its considerations thereon to the board of directors;

- examined a periodic benchmark analysis prepared by a consultancy firm on the positioning of Enel’s corporate governance with respect to national and international best practices;
- reviewed the consolidated sustainability statement for 2024 financial year, expressing, within the scope of its responsibilities, favourable opinion on the general approach, the organization of the relative contents, as well as the compliance of the information provided in such document with the reference regulatory framework and the sustainability reporting standards adopted;
- reviewed process and the outcomes of the double materiality and the stakeholder engagement activities, as well as the activities of the Group concerning the Just transition, with particular reference to climate, nature, and human rights;
- monitored the main activities carried out on sustainability by the Enel Group in 2025, as well as the inclusion of Enel in the main sustainability indexes;
- examined and shared the contents of a proposal to update the “ethics-related” documents of the Group (*i.e.*, the Code of Ethics, the Human Rights Policy, the Zero Tolerance of Corruption Plan, the Enel Global Compliance Program), as well as the Organizational and Management Model pursuant to Legislative Decree No. 231/2001.

Lastly, it should be noted that the corporate governance and sustainability committee, since February 2024, identified Johanna Arbib as a non-executive director with the duty to monitor climate and Net Zero transition issues within the committee.

3. Board of Statutory Auditors



From the left: Mauro Zanin, Pierluigi Pace e Monica Scipione.

3.1 Current composition and term

The board of statutory auditors in force as of the date hereof, appointed by the shareholders' meeting of May 22, 2025, is composed of the following regular members:

- Pierluigi Pace, chairman;
- Monica Scipione;
- Mauro Zanin.

Pierluigi Pace was drawn from the slate submitted by an aggregation of 18 institutional investors (at the time holding in the aggregate approximately 1.15% of the Company's share capital) and voted by the minority of the share capital represented at the meeting (approximately the 9.30% of the voting capital); Monica Scipione and Mauro Zanin were drawn from the slate submitted by the shareholder Ministry of the Economy and Finance (at the time holding 23.59% of the Company's share capital) and voted by the majority of the share capital represented at the meeting (approximately the 90.32% of the voting capital).

A brief professional profile of the abovementioned regular statutory auditors is provided in [Schedule 2](#) to this report.

The term of office of the current board of statutory auditors will expire with the approval of the annual financial statements for the financial year 2027.

During 2025, the previous board of statutory auditors – composed of the regular members Barbara Tadolini (acting as chair), Luigi Borré and Maura Campa – has therefore ceased to hold its office, as its term of office expired with the approval of the annual financial statements for the financial year 2024.

3.2 Election and replacement

According to the provisions of the law and the Corporate bylaws, the board of statutory auditors consists of three regular statutory auditors and three alternate statutory auditors who are elected by the ordinary shareholders' meeting for a period of three financial years and are eligible for re-election at the expiration of their term of office. Similar to bylaws provisions applicable to the board of directors – and in compliance with the Consolidated Financial Act – bylaws provide that election of the entire board of statutory auditors must take place in accordance with a slate voting system, which aims to allow the presence on the board of a regular statutory auditor (who is entitled to the office of chairman) and an alternate statutory auditor (who will take the office of chairman if the incumbent leaves before the end of his term) designated by minority shareholders.

This election system provides that slates, in which the candidates must be listed in progressive order, may be filed by shareholders who, alone or jointly with other shareholders, own the minimum shareholding in the share capital of the Company set forth by CONSOB with regulation for the filing of slates of candidates for the office of director (*i.e.*, considering Enel's market capitalization, as of the date of this report, the minimum shareholding is therefore equal to at least 0.5% of the share capital).

Moreover, slates containing an overall number of candidates (considering both regular and alternate members) equal to or above three shall include candidates belonging to different genders in the first two places of the slate's section related to regular statutory auditors and the first two places of the slate's section related to alternate statutory auditors. Such provision is aimed at ensuring that the composition of the board of statutory auditors complies with the current legislation on gender balance; the latter provides that, starting from the renewals made in 2020, at least 40% of the regular statutory auditors shall be reserved to the less represented gender.

Slates of candidates for the office of statutory auditor (as provided for slates of candidates to the office of director) must be filed at the Company's registered office, by those who submit them, at least 25 days before the date on which the shareholders' meeting is called to resolve upon the election of the board of statutory auditors. Such slates shall then be published by the Company on its website and shall also be made available to the public at Enel's registered office at least 21 days before the date of the meeting, together with

Enel – report on corporate governance and ownership structure for year 2025

exhaustive information on the personal traits and professional qualifications of the candidates, so as to ensure a transparent process for the election of the board of statutory auditors.

When less than the entire board of statutory auditors is being elected, the shareholders' meeting resolves in accordance with the majorities required by law and without the need to follow the foregoing procedure, but in any case, in such a way as to ensure:

- compliance with the law principle that provides for representation of minority shareholders on the board of statutory auditors; as well as
- the respect of applicable law provisions on gender balance.

According to applicable laws, members of the board of statutory auditors must meet the requirements of integrity, professionalism and independence provided for statutory auditors of listed companies, as supplemented (only as regards the professionalism requirements) by specific provisions of the bylaws. They must also comply with the limits concerning the number of offices as directors and statutory auditors (or equivalent) in Italian companies as established by CONSOB through a specific regulation.

In June 2025 (*i.e.*, when the members appointed by the shareholders' meeting of May 22, 2025 took office) and, lastly, in March 2026, the board of statutory auditors has verified that all its regular members in office meet the independence requirements set out both under the Consolidated Financial Act and under the Corporate Governance Code. In any case, the statutory auditors act autonomously and independently, also with regard to the shareholders who elected them.

3.3 Tasks and prerogatives

As part of the tasks assigned to it by the law (and indicated in the introductory part of this report entitled "Corporate Governance Model"), and in compliance with the recommendations set forth in the Corporate Governance Code, the board of statutory auditors:

- has the power, which may also be exercised individually by the statutory auditors, to request the "Audit" function to prepare timely reports on particularly significant events;

- provides for the promptly exchange information relevant for performing their respective duties with the control and risk committee.

The board of statutory auditors also act as "audit committee" pursuant to the legal framework applicable to statutory audit and the assurance of the consolidated sustainability statement ⁽²⁰⁾.

For an examination of the main activities carried out by the board of statutory auditors during the year 2025, please refer to the specific report addressed to the shareholders' meeting held to approve the financial statements for the year 2025, prepared by the same board in implementation of Article 153 of the Consolidated Financial Act.

3.4 Meetings of the Board of Statutory Auditors

The following table illustrates the calendar of the board of statutory auditors' meetings held during the year 2025.

J	F	M	A	M	J	J	A	S	O	N	D
•	•	•	•	•	•	•		•	•	•	•
	•	•	•		•	•					
		•	•		•						
Total											19
Average duration											2h 40m

The meetings were regularly attended by all regular statutory auditors, with the presence of the delegated judge of the Italian Court of Auditors ("Corte dei Conti").

In July 2024, the board of statutory auditors whose term of office expired on May 22, 2025 has approved an organizational regulation intended to govern the operating procedures of the control body in compliance with and as a declination of the laws and regulations, the bylaws, as well as the principles enshrined in the Corporate Governance Code and the Rules of conduct of the board of statutory auditors of listed companies drawn up by the National Council of Certified Chartered Accountants (*Consiglio Nazionale dei Dottori Commercialisti e degli Esperti Contabili*); such regulation was duly applied throughout 2025 until the end of the term of office of the control body that has approved it. Afterwards, the board of statutory auditors in office at the date of this report, in its first meeting on June 11, 2025, having examined the main features of such regulation, decided to suspend its application, reserving the

⁽²⁰⁾ For further information on the roles and responsibilities of the board of statutory auditors in exercising oversight of the procedures aimed at managing sustainability-related material impacts, risks and opportunities, please refer to the

information provided – in accordance with ESRS 2, GOV-1 – in the consolidated sustainability statement included in the annual financial report for the financial year 2025.

right to analyse in depth its contents during the term, in order to accurately meet the needs of the control body currently in office.

3.5 Evaluation of the functioning of the Board of Statutory Auditors

At the end of the 2025 financial year and during the first months of 2026, the board of statutory auditors carried out, with the assistance of Eric Salmon & Partners S.r.l. – a consultancy firm specialized in this area, belonging to a network which, since the beginning of 2022, had no further professional relationships with Enel Group,– an evaluation of the size, composition and functioning of the board itself (so called “board review”), in analogy with what is done with regard to the board of directors since 2004 (for the methods and the results of such activity with reference to the board of directors, please refer to the paragraph “Board of directors - Evaluation of the functioning of the board of directors and its committees and guidelines on the qualitative and quantitative composition of the Board of Directors deemed optimal” of this section of the document).

This is a best practice that the board of statutory auditors intended to adopt since 2018, even in the absence of a specific recommendation under the Corporate Governance Code.

The self-evaluation exercise has had particular significance on this occasion, as it coincided with the beginning of a new term characterized by a complete renewal of the composition of the board of statutory auditors, which made it possible to redefine the organizational and operational procedures of the board of statutory auditors itself, as well as its interaction with the board of directors and the company’s internal control functions. The board review was articulated in several phases: the completion by each statutory auditor of a structured questionnaire was followed by moments of direct observation of the works of the board of statutory auditors carried out by the consulting firm, individual interviews conducted by the latter aimed at exploring findings in greater depth, and finally a group discussion of the main results of the analysis. This approach allowed to carry out a comprehensive review of the control body’s functioning, with particular focus on interpersonal dynamics, the quality of the debate, information flows and the contribution of individual members.

The questionnaires and interviews concerned: (i) the size and composition of the board of statutory auditors, its expertise and experience, and the assessment of the independence of statutory

auditors; (ii) the functioning of the board of statutory auditors and the adequacy of the information flows it received; (iii) the organization of the board’s work; (iv) the working methods, cohesion, and interaction among the statutory auditors; (v) the role, responsibilities, and remuneration of the board of statutory auditors.

The outcome of the board review showed a positive judgment about the size, composition and functioning of the board of statutory auditors. In particular, the size of the control body was deemed appropriate given the complexity of Enel and the Group it heads, as well as the professional expertise and experience of its members were found to be consistent with the responsibilities entrusted to the board of statutory auditors. The complementarity of the profiles and the actual independence of the statutory auditors were also appreciated. This analysis also revealed substantial consistency between the composition of the new board of statutory auditors and the guidelines expressed by the expiring board of statutory auditors on the qualitative and quantitative composition of the control body deemed optimal. Unanimous appreciation was expressed for the induction activities, which were deemed timely and adequate to foster a full understanding of the business in which the Enel Group operates and the related corporate dynamics.

With reference to its functioning, the board of statutory auditors has highlighted to have implemented effective and efficient organizational mechanisms, also thanks to the valuable support of the Corporate Affairs structure. The meetings have been planned in advance, agendas are clear and allow for a thorough discussion of the various items, the documentation to review is clear, complete and received with adequate notice, and the quality of the minutes reflects the consistency of the decision-making processes. Positive assessments were also expressed regarding participation in meetings of the board of directors and its committees – in particular with regard to the control and risk committee, with which the board of statutory auditors frequently holds joint meetings – as well as the quality and regularity of information flows received from the chief executive officer, the executive in charge of preparing the corporate accounting documents, the head of the Audit function, the Supervisory Body pursuant to Legislative Decree No. 231/2001 and the audit firm.

The board review has also showed a constructive working environment within the board of statutory auditors, characterized by a critical mindset, freedom of expression, mutual respect,

and the recognition of individual expertise, as well as relationships based on respect for roles in interactions with the board of directors and the top management.

The board of statutory auditors has finally expressed a positive opinion on the balance between the role, responsibilities, and compensation of the auditors, while noting a clear division of responsibilities among the various bodies and control functions. Starting from this largely positive picture, the board of statutory auditors expressed its intention to continue monitoring the quality of relational and organizational dynamics over time, particularly in light of the growing complexity of the operational and regulatory environment, in order to ensure the proper performance of the delicate control functions assigned to it.

3.6 Diversity policy of the Board of Statutory Auditors

With regard to the composition of the board of statutory auditors, Enel applies diversity criteria, also gender based. In particular, in January 2018, the board of statutory auditors, in implementation of the provisions provided for by the Consolidated Finance Act, approved a diversity policy that describes the optimal features of the composition of the board itself, in order for it to exercise its functions in the most effective way taking decisions with the concrete contribution of plural qualified point of views capable of examining the issues under discussion from different perspectives. The inspirational principles of such policy are similar to those described with regard to the symmetrical document approved by the board of directors (for further information, please refer to this section of the document under “Board of directors – Diversity policy of the board of directors and measures adopted to promote the equal treatment and opportunities regardless of gender within the company structure”).

With reference to types of diversity and the relevant objectives, the policy approved by the board of statutory auditors (available on the Company’s website) states that:

- even when law provisions requiring gender balance have ceased to be effective, it is in any case important to keep ensuring that at least one third of the board of statutory auditors is constituted by statutory auditors belonging to the least represented gender, both at the election and during the term of office. In addition to the provisions set forth by the law, it is deemed appropriate to keep ensuring also that at least one third of the board of statutory auditors is constituted by members belonging to the less represented gender;

- the Group’s international profile should be taken into account ensuring the presence of at least one regular statutory auditor having an adequate internationally-oriented experience. Such international profile is also considered important in order to prevent both the standardization of opinions and the development of “group thought” and is evaluated on the basis of the managerial, professional, academic and institutional activities carried out in the international context by each statutory auditor;
- in order to balance continuity and renewal needs, a balanced combination of different seniorities – as well as different ages – should be guaranteed within the board of statutory auditors;
- statutory auditors shall, as a whole, be competent in the business where Enel Group operates, meaning the electric power and gas sectors. To this purpose, the statutory auditors are invited to participate to an induction program organized by the Company;
- statutory auditors shall have a managerial and/or professional and/or academic and/or institutional profile, such as to mix diverse and complementary experiences and skills. In particular, at least one regular member and one alternate member shall be registered with the auditors’ register and shall have exercised statutory audit for a minimum of three years. Further requisites of professionalism are required by the law and Enel’s Corporate bylaws and are confirmed in the policy. Moreover, taking into account the key role played by the chairman, the policy describes the soft skills more suitable for the relevant tasks.

The diversity policy concerning the composition of the board of statutory auditors does not include disabilities among the relevant profiles, which are nevertheless adequately protected and valued within the diversity and inclusion policies applicable to employees of the Group.

With reference to implementation modalities of the diversity policy, Enel’s Corporate bylaws does not grant the board of directors with the right to submit a slate of candidates in view of the renewal of the board of statutory auditors. Thus, the policy exclusively aims at orienting the candidatures submitted by the shareholders in case of renewal of the entire board of statutory auditors or of integration of the relevant composition ensuring in such circumstances an adequate consideration of

the benefits which may derive from a harmonious composition of the board itself, in line with the various above-mentioned diversity criteria.

Overall, the current composition of the board of statutory auditors respects the objective set forth by the policy itself for the different types of diversity ⁽²¹⁾.

3.7 Remuneration

The shareholders' meeting determines the remuneration of the regular members of the board of statutory auditors, taking into account the competence, professionalism and the effort required to them, the importance of their role and the dimensional and business sector characteristics of Enel. Specifically, in May 2025 the ordinary shareholders' meeting confirmed the gross remuneration to which the chairman of the board of statutory auditors is entitled at euro 85,000 a year and the gross remuneration to which each of the other regular statutory auditors is entitled at euro 75,000 a year, in addition to the reimbursement of the expenses necessary for the performance of their duties.

4. The internal control and risk management system

The internal control and risk management system (“ICRMS”) of Enel and of the Group it is heading consists of the set of rules, procedures and organizational entities aimed at allowing the main corporate risks to be effectively and efficiently identified, measured, managed, and monitored, in order to contribute to the Sustainable Success of the Company.

In this regard, the Group has adopted a risk governance model and a uniform taxonomy of risks (so-called “risk catalogue”, prepared and updated by the Audit function with the support of the Risk Control unit), which facilitate the management and organic representation of these risks.

The ICRMS is an integral part of the more general organizational and corporate governance structures adopted by the Company and by the Group and is based on Italian and international best practices. In particular, the system takes into account the recommendations of the Corporate Governance Code and is consistent with the “Internal Controls – Integrated Framework” model issued by the Committee of Sponsoring Organizations of the Treadway Commission

(“CoSO”), which constitutes the internationally recognized benchmark for the analysis and integrated assessment of the effectiveness of the ICRMS.

An effective ICRMS contributes to corporate management consistent with the corporate targets determined by the board of directors, because it allows the major risks to be identified, assessed, managed, and monitored with regard to their ability to influence the achievement of the aforesaid targets. In particular, the ICRMS contributes to ensuring the safeguard of corporate assets, the efficiency and effectiveness of corporate processes, the reliability of information provided to the corporate bodies and the market, compliance with laws and regulations, as well as with the Corporate bylaws and internal procedures.

Therefore, the ICRMS plays a major role in the corporate organization, contributing to decision-making that is well informed and consistent with the propensity for risk, as well as to the dissemination of appropriate information regarding risks, the law, and corporate values. In effect, the culture of control occupies a significant position on the Enel Group's scale of values, involving the entire corporate organization in the development and application of methods for identifying, measuring, managing, and monitoring risks.

More specifically, the ICRMS:

- provides for control actions at every operating level and clearly identifies duties and responsibilities, so as to avoid any duplications of activities and ensure coordination among the main persons involved in the ICRMS itself;
- provides for the separation of duties and responsibilities among distinct organizational units and within the same, in order to prevent incompatible tasks being concentrated under common responsibilities; in particular, it ensures the necessary separation of operating and control activities, so as to prevent or – if that is not possible – manage conflicts of interest;
- is integrated, providing for the dissemination of a common language, the adoption of complementary methods and instruments for measuring and assessing risks, as well as information flows among the different

⁽²¹⁾ With regard to the diversity of the members of the board of statutory auditors, please also refer to what is stated - in accordance with ESRs 2, GOV-1 - in the consolidated

sustainability statement included in the annual financial report for the year 2025.

functions with regard to the results of the tasks respectively entrusted to them;

- aims to ensure information systems that are reliable and appropriate for the reporting processes at the different levels to which control functions are entrusted;
- guarantees the traceability of the tasks of identifying, assessing, managing, and monitoring risks, ensuring over time the reconstruction of the sources and elements of information that support such tasks;
- is endowed with whistle-blowing procedures consistent with national and international best practices that allow employees (as well as for other individuals listed in the relevant regulations who have acquired information within their work environment) to report possible irregularities or violations of the applicable law provisions and/or of internal procedures. Such whistle-blowing procedures ensure the protection of the reporting person against retaliatory acts and are characterized by the existence of specific information channels aimed at ensuring the confidentiality of the reporting person;
- reveals abnormal situations that may constitute indicators of inefficiency in the systems for measuring and controlling risks;
- ensures that the anomalies observed are promptly brought to the attention of appropriate levels of corporate responsibility, which are able to effectively implement suitable corrective measures.

The ICRMS consists of three distinct kinds of activities:

- “line” or “first-level” control, consisting of all the control tasks performed by the individual operating units within the companies of the Group on their processes in order to ensure that operations are carried out properly. Such control tasks are entrusted to the primary responsibility of operating management and are considered an integral part of every corporate process. The operational structures are therefore primarily responsible for the internal control and risk management process. During daily operations, these structures are required to identify, measure, assess, manage, monitor and report the risks arising from ordinary business activities in accordance with applicable internal procedures;

- “second-level” controls, which are entrusted to specific corporate functions and aimed at ensuring, to the extent required, the monitoring of the types of risks described within the risk catalogue;
- internal audit activity (“third-level” controls), aimed at checking the effectiveness and adequacy of the overall ICRMS, including by monitoring the line controls, as well as the second-level ones.

The ICRMS is subject to periodical tests and checks, taking into account the evolution of corporate operations and the situation in question, as well as both Italian and international best practices.

For a detailed description of the tasks and responsibilities of the main persons involved in the ICRMS, as well as the coordination among such persons, please see the Guidelines of the internal control and risk management system available on the Company’s website, last updated in December 2023, while for a description of the activities carried out during 2025 by the board of directors and by the control and risk committee regarding the ICRMS please refer to the paragraphs “Board of Directors – Role and Functions” and “Committees – Control and Risk Committee” of this section of the document.

For a description of the main risks to which the Enel Group is exposed, as well as its objectives and risk management policies, please refer to the annual financial report for the 2025 financial year, which is available to the public at the company’s headquarters and on the Company’s website.

5. Executive in charge of preparing corporate accounting documents

In 2025, the role of executive in charge of preparing Enel’s corporate accounting documents was held by the head of the “Administration, Finance and Control” function (position held by Stefano De Angelis). Pursuant to Corporate bylaws, the executive in question was appointed by the board of directors upon favourable opinion of the board of statutory auditors and meets the professional qualification requisites provided under the same Corporate bylaws. In accordance with the Consolidated Financial Act, starting from 2024 the above-mentioned executive will also be responsible for certifying the consolidated sustainability statement.

For a description of the activities of such executive in charge, please refer to the Guidelines of the

internal control and risk management system available on the Company’s website.

5.1 The system of risk management and internal control over financial, tax and non-financial information

The executive in charge of preparing corporate accounting documents has implemented in the context of both the Company and the Group a specific internal control system on corporate reporting which oversees the preparation of the information included in the annual financial statements, in the Group’s condensed half year consolidated financial statements.

The internal control system on corporate reporting is defined as the set of activities aimed at identifying and evaluating actions or events whose occurrence or absence can partially or totally compromise the achievement of the objectives of trustworthiness, accuracy, reliability and timeliness of financial and non-financial information, as well as tax information.

This system is defined in compliance with the provisions of (i) Article 154-*bis* of the Consolidated Financial Act, which regulates the role of the executive in charge for preparing corporate accounting documents within the corporate organisation of listed companies; (ii) Legislative Decree 125/2024, which implemented in the national legal order the Corporate Sustainability Reporting Directive; (iii) the rules on internal controls relating to the proper keeping of accounting entries pursuant to section 404 of the Sarbanes-Oxley Act of the United States of 2002, which is applicable to the listed subsidiary Enel Chile S.A., having American Depositary Shares listed on the New York Stock Exchange; (iv) Legislative Decree 128/2015, which established the so-called “collaborative compliance” regime.

The structure of the internal control system on corporate reporting is also defined consistently with the Internal Controls – Integrated Framework model, issued by the Committee of Sponsoring Organizations of the Treadway Commission (so-called CoSO Report), which includes five components ⁽²²⁾ that, according to their characteristics, operate both at the level of the organisational entity and of the operational process.



The CoSO Report is integrated, in relation to IT aspects, by the Control Objectives for Information and related Technology model (COBIT).

The methodology, roles, responsibilities, activities to be carried out and information flows for the implementation, monitoring and updating over time of the internal control system on corporate reporting are defined by a specific procedure, published on the intranet of the company.

In this context, the Internal Control Over Reporting unit is responsible for implementing and managing, at Group level, an adequate and functional platform for internal control over corporate financial reporting (so-called “ICR platform”). Such platform, in addition to financial reporting (so-called “scope Financial Reporting”) which is historically subject to the internal control system, also includes in an integrated manner a scope dedicated to the internal control system on non-financial reporting (so-called “scope Environmental, Social and Governance – ESG”) and a scope dedicated to the internal control system on tax reporting (so-called “scope Tax Control Framework – TCF”).

As regards the ESG *scope*, Enel, for long time now, has been presenting financial and non-financial data and information in an integrated manner in its annual financial statement. Since 2020, the internal control system for corporate reporting has also included the management of non-financial risks, through the mapping of new processes related to the definition and consolidation of some ESG indicators presented in the annual financial report.

⁽²²⁾ In this respect, the five components of the Internal Controls - Integrated Framework model are: control

environment, risk assessment, control activities, information systems and communication flows, monitoring activities.

Enel – report on corporate governance and ownership structure for year 2025

In the following years, the ESG scope was expanded, in accordance with the new European regulatory framework, as in 2025 it came to include the ESG topics that emerged from the double materiality analysis and are represented in the consolidated sustainability statements, included in a specific section of the management report of the consolidated annual financial statement.

As far as the TCF scope is concerned, in order to develop a cooperative attitude towards the Italian Tax Authority, starting from 2017, Enel promoted the joining to the cooperative compliance regime fiscale (so-called “tax cooperative compliance”) for certain Italian companies of the Group. Such joining has led to the commitment in progressive implementing an *ad hoc* system for detecting, measuring, managing and controlling tax risk (so called “Tax Control Framework – TCF”) in line with the guidelines of the OECD and the Italian tax regulation. Moreover, as a result of the establishment of a single VAT taxable entity in 2021 (so-called VAT Group), it is expected all the Italian companies within the Enel Group to gradually join the TCF.

To ensure a homogeneous application of the control model within the Group, in parallel with the Italian perimeter, the TCF model has also been extended to some foreign countries (Argentina, Brazil, Chile and Colombia), even in the absence of a specific request from local regulations.

Within the ICR platform, the process of mapping methodology, the risk measurement metrics, as well as the identification of control measures are consistent for all the scopes of application included in it, with the aim of guaranteeing the reliability of information contained in corporate reporting and the suitability of the process of drawing up accounting documents to produce coherent information, in line with the regulatory framework of reference and the standards/principles of reporting adopted by the Group.

Structure of the internal control system on corporate reporting

The process of defining, implementing and managing the internal control system on corporate reporting is carried out under the responsibility of the executive in charge of preparing corporate accounting documents and is divided into the phases described below:

- the definition of the perimeter of the companies and of the main processes, along with the communication of the methodologies, instructions and the agenda of the activities to the management involved. In particular, the perimeter of the Group’s companies to be included in the internal control system on corporate reporting is identified based on: (i) consolidated financial information and data, with regard to the specific level of risk, in both quantitative terms (for the level of materiality of the potential impact on the consolidated financial statements) and qualitative terms (taking into account the specific risks connected with the business); (ii) consolidated non-financial information and data; (iii) companies that adopt the TCF model; (iv) the recommendations received by the audit firm and/or the Audit function. In the context of the companies identified as relevant, the processes with the highest risk are defined and the so-called top-down risk-based approach is applied;
- mapping and updating of processes, risk assessment, definition of controls and identification of Primary Key Controls. The definition of the internal control system on corporate reporting starts firstly with risk identification and assessment activity at a Group level, in order to identify and evaluate the actions or events whose materialization or absence could compromise the achievement of the system’s objectives itself; to this regard, it should be noted that the risk assessment activity deals also with the fraud risks. The updating of the aforementioned system is carried out on the basis of the ICR Risk Standard Library, a unique and homogeneous catalogue of risks connected to the internal control system on corporate reporting. Risks related to all the scopes of the platform are identified at both entity level (so called “entity level”) and process level (so called “process level”); the risks identified are assessed regardless of relevant controls (known as the “*valutazione a livello inerente*”), in terms of potentiality of impact and the probability of occurrence, on the basis of qualitative and quantitative elements.

Enel – report on corporate governance and ownership structure for year 2025

Following the risk assessment, the identification of the controls aimed at reducing the possibility that risks may materialize is carried out. In particular, the structure of controls for companies or groups of companies provides for “Entity/Company Level Controls”, intended as control instruments determined on a central level and of common application in the context of the Group or of a specific area, or as control instruments which operate in transverse manner in respect of a single company or business line.

The structure of controls in a process level (so-called “Process Level Controls”) provides instead (i) specific or monitoring controls, as a set of activities (manual, partially automated or automated) with the purpose of prevent, identify and correct any errors or irregularities that could occur during the carrying out of the operative activities, as well as (ii) so-called “cross controls” similar to the previous ones, but with the scope of application concerning several companies and/or different processes.

Segregation of Duties controls are also identified, aimed at ensuring that tasks and duties incompatible are not concentrated with the same person to avoid fraud and/or unintentional mistakes. The proper segregation of incompatible activities is verified also through the analysis of the profiling assigned to users on information systems (Access Controls).

Furthermore, the so-called IT General Controls, relating to the functioning and management of information systems, and the so-called “Embedded” controls, i.e. carried out automatically within the systems, without manual intervention, are an integral part of the internal control system.

In accordance with the top-down risk-based approach, through the use of a scoring model that correlates the different control attributes to risk relevance, among the key controls, the most significant controls (so-called “Primary Key Controls”) are therefore identified;

- evaluation of the design and operation of the controls (so-called “line monitoring”), carried out by the management team concerned and carried out through self-assessment. In order to assess the appropriateness of the process, risks and controls of information, every six months a specific monitoring is conducted by the owners of the process and coordinated by the Internal Control over Reporting unit aimed at testing the design ⁽²³⁾ and effectiveness operation ⁽²⁴⁾ of the relevant controls;
- independent testing activity on controls by the Audit function, with the support of an external advisor. In addition to the monitoring mentioned in the bullet point above, an independent testing activity is carried out annually on a significant subset of Primary Key Controls in order to verify their design and operation;
- evaluation of deficiencies, approval and monitoring of remedial actions. The line monitoring and independent testing activities allow the identifications of any possible deficiencies in the effectiveness and/or design of the controls, which are classified – with regard to their potential impact on information – into (i) simple, (ii) significant or (iii) material deficiencies. In the event deficiencies are revealed, the corrective actions that have been or will be undertaken to allow the achievement of the objectives of credibility, accuracy, reliability, and timeliness of information on corporate reporting are identified;
- consolidation of results and the overall evaluation of the internal control system on corporate reporting, in order to proceed with the definition of the final letters of certification of the chief executive officer and the executive in charge of preparing the corporate accounting documents, supported by a flow of internal certifications. In this regard, the outcomes of line monitoring and independent testing activities, as well as any deficiencies and the related remediation plans are communicated to the executive in charge

⁽²³⁾ I.e. the suitability of the control to acceptably mitigate the identified risk.

⁽²⁴⁾ Activity aimed at verifying that the control is operational during the relevant period, which means actually carried out in accordance with the “design”.

of preparing the corporate accounting documents through periodic summary information flows. These flows are also used for the periodic disclosure/updates on the adequacy of the internal control system on corporate reporting, provided by the executive in charge of preparing the corporate accounting documents to the control and risk committee, the board of statutory auditors, and to the legal audit firm.

On the basis of such reports, and taking into account the certification issued by the heads of each corporate unit concerned, the executive in charge of preparing corporate accounting documents, together with the chief executive officer, issues (i) a special certification regarding the adequacy and actual application of the administrative and accounting procedures established for the preparation of the stand-alone financial statements, the consolidated financial statements, or the condensed half-year consolidated financial statements (depending upon the relevant document in question from time to time), as well as, (ii) starting from the financial year 2024, a further certification regarding the compliance of the consolidated sustainability statement, included in the management report, with the standards of reporting applicable to it and with the provisions of Regulation (EU) 2020/852 on the taxonomy of environmentally sustainable activities;

- preparation and publication of ICR procedures/administrative and accounting procedures. For each business process included in the ICR platform, adequate documentation is maintained in order to describe the roles, responsibilities, data and information flows, as well as the controls identified. Following the monitoring activities performed by the owners of the processes, the documents comprising the ICR procedures / administrative and accounting procedures (*i.e.* narratives, flow charts and list of controls) are extracted from the support system in order to proceed with

the formalization of the same. Such procedures are published on the Company's intranet.

The proper application of the methodology described above is ensured by training sessions aimed at both the local structures that handle the internal controls over the corporate reporting and the owners of the processes involved in the line monitoring ⁽²⁵⁾.

6. External controls

6.1 Audit firm

The audit firm KPMG S.p.A. has been entrusted with the statutory audit of Enel's stand-alone financial statements and of the Group's consolidated financial statements.

The assignment was awarded to such audit firm by the ordinary shareholders' meeting of May 16, 2019, upon proposal of the board of statutory auditors, with reference to the financial years from 2020 until 2028.

Starting from June 2023, the partner responsible for the audit of Enel's statutory and consolidated financial statement is Davide Utili.

In April 2025, the board of statutory auditors examined and approved the conditions concerning the assignment of the limited assurance engagement on Enel Group's consolidated sustainability statement for the financial years 2025-2028 to KPMG S.p.A. itself in implementation of the transitional regulations referred to in Article 18, paragraph 1, of Legislative Decree no. 125/2024. Since 2009, for purposes of preserving the independence of audit firms that do business within the Group, a specific procedure was adopted to govern the assignments to such audit firms or entities belonging to their networks by companies belonging to the Group; as of its voluntary adoption, such procedure has represented a significant corporate governance pillar for the control and monitoring of the independence requisites upon the Group's main external auditor by Enel's board of statutory auditors. In November 2017 (and, lastly, in February 2021), as a consequence of the changes in the relevant national and European legal framework, Enel's board of statutory auditors, in its capacity of "internal control and audit

⁽²⁵⁾ With reference to the main characteristics of the internal control and risk management system in relation to the sustainability reporting process, please refer to the information provided - in accordance with ESRS 2, GOV-5 -

in the consolidated sustainability statement included in the annual financial report for the financial year 2025.

committee”, provided for an update of the aforementioned procedure pursuant to art. 19 of the Legislative Decree No. 39/2010. In accordance with this procedure, the same board of statutory auditors is called upon to preliminarily approve the assignment by companies of the Group of any additional assignment – *i.e.* assignments other than statutory audit assignment and which would not be found incompatible by the law – to the Group’s main external auditor or to entities belonging to the auditor’s network. In relation to some typologies of additional assignments, that may not hinder the independence of the main external auditor, the board of statutory auditors shall not express an *ex ante* approval, but rather be the addressee of an *ex post* periodical information on the granting of such additional assignments. In such case, Enel’s “Audit” and “Corporate Affairs” functions shall verify from time to time the existence of the prerequisites for such simplified procedure. The additional assignments conferred to entities belonging to the network of the main external auditor by Enel’s Group companies having shares or bonds listed on regulated markets – other than Enel – or by their subsidiaries, are subject to the preliminary approval by their corporate body which exercises functions similar to those exercised by the board of statutory auditors of Enel in relation to the monitoring of the external auditor’s independence or to an *ex post* periodical information to such corporate body, in compliance with the law applicable to the concerned listed companies and to managerial autonomy of the latter.

6.2 Oversight of the Italian Court of Auditors (“Corte dei Conti”)

The Italian Court of Auditors (“Corte dei Conti”) oversees the financial management of Enel, availing itself for this purpose of an appointed magistrate. During 2025, this role was performed by the delegated judge Stefano Castiglione.

The judge appointed by the Italian Court of Auditors (Corte dei Conti) attends the meetings of the board of directors and of the board of statutory auditors.

The Italian Court of Auditors (Corte dei Conti) presents annually to the Presidency of the Senate of the Republic (Senato della Repubblica) and to the Presidency of the House of Representatives (Camera dei Deputati) a report on the results of the oversight performed.

7. Engagement Policy

Enel deems it compliant with its own specific interest – as well as with its duty towards the market – to ensure a constant and open relationship, based on mutual understanding of their respective roles, with its shareholders and bondholders in general, as well as with institutional investors, and their representative associations, in order to increase the relevant level of understanding about the activities carried out by the Company and the Group. In such context, Enel maintains a correct and transparent dialogue with such interlocutors, in accordance with the national and European regulations on market abuse and in line with international best practices. During the last years, this engagement activity has gone along with the significant participation of institutional investors in shareholders’ meetings.

In order to regulate the methods of conducting such dialogue, in March 2021, the board of directors adopted, on the proposal of the chairman, formulated in concert with the chief executive officer, a specific Engagement Policy, available on the Company’s website, which largely crystallized the practices already followed by Enel and in the drafting of which account was taken of the best practices adopted on the matter by institutional investors and reflected in the stewardship codes.

Such Engagement Policy, which was regularly implemented during 2025:

- identifies primarily the corporate structures which, in line with a practice established by Enel since its listing on the stock exchanges, are responsible for dialogue activities, with particular regard to:
 - an “Investor Relations” unit, currently located within the “Administration, Finance and Control” function, which is responsible for interacting with institutional investors (as well as financial analysts and rating agencies) on an ongoing basis; as well as,
 - a specific area within the “Corporate Affairs” unit, located within the “Legal, Corporate, Regulatory and Antitrust Affairs” function, which interacts on an ongoing basis with the retail shareholders and bondholders, providing them with all useful clarifications on issues of relative interest.

The information provided to institutional investors and the generality of Enel’s shareholders and bondholders by the organizational structures indicated above - as

well as by any other duly authorized company representative - meets the criteria of truthfulness, clarity, consistency, completeness and symmetry of information; the information is also provided in a timely manner and in compliance with the provisions of the regulations adopted by Enel regarding the processing of corporate information.

In particular, the “Investor Relations” structures take care of, among other things: (i) the preparation of Enel’s “equity story” and the organization of meetings among the Company’s top management and the financial community; (ii) the management of relationships with rating agencies and fixed income investors; (iii) the management of relations with institutional investors and financial analysts; (iv) the coordination of the management of relations with institutional investors present in the capital of Enel’s listed subsidiaries; (v) the preparation of market analyses and reports concerning Enel’s shares, also monitoring the consensus of financial analysts; (vi) the support to the “External Relations” function – in coordination with the “Corporate Affairs” unit – in defining Enel’s price-sensitive press releases and both the development and the updating of the contents dedicated to investors within the company’s website;

- describes the tools used for the dialogue and how the latter is conducted, with particular regard to:
 - the contents of the “Investors” section of the company website, which collects documents and information deemed to be of major importance, available in both Italian and English. In particular, such section contains both economic/financial information and up-to-date data and documents of interest to the generality of shareholders and bondholders;
 - the press releases concerning the most relevant events, published on the Company’s website and also disclosed to the public, in case they are price-sensitive, pursuant to legislation in force;
 - the shareholders’ meeting, on which reference should be made to the paragraph “Shareholders’ Meetings” in this section of the document;
 - the recurring opportunities for interaction with institutional investors (as well as with financial analysts and rating agencies) organized by the “Investor Relations” structures, concerning: (i) conference

calls, during which the periodic economic and financial results previously disclosed to the market are illustrated; (ii) the annual meeting with the financial community (the so-called “Capital Markets Day”), event where the top management illustrates the Group’s updated business plan; (iii) the periodic roadshows, where the top management meets institutional investors to explain to them in detail – and in compliance with European and national regulations on market abuse – the business plan of the Group, the most recent economic and financial data and possible extraordinary transactions in progress;

- disciplines the possible involvement of members of the board of directors in dialogue activities with institutional investors. In this regard, it is envisaged that, if even after the dialogue carried out with the “Investor Relations” structures an institutional investor considers necessary to carry out further in-depth analyses on particularly important issues, it must first request the appropriate clarifications from the same “Investor Relations” structures, which shall arrange a specific meeting in which they shall involve, if necessary, other top managers of the Company competent in the matters under discussion. If the institutional investor, after such meeting, continues to have doubts about significant aspects of the matters dealt with therein, it may address to the “Investor Relations” structures a request for discussion with the board of directors of the Company. The “Investor Relations” structures, in coordination with the “Corporate Affairs” structures, shall promptly inform of any similar request the chairman of the board of directors, who in turn shall promptly inform the other directors. If the circumstances require, the “Investor Relations” structures shall then organize a specific meeting, which may involve, depending on the case:
 - the chief executive officer, who, as the main responsible for the management of the Company, is the person primarily entitled to deal with institutional investors, providing them any clarifications on the matters falling within the management powers conferred to him;
 - the chairman of the board of directors, who – taking into account the role held and the powers entrusted to him – is also entitled to discuss with institutional

investors providing them with any appropriate clarification on matters related to the corporate governance of the Company and the Enel Group;

- additional members of the board of directors, who may be invited to participate by the chairman, in agreement with the chief executive officer – without prejudice to the right of the board of directors to decide itself on this regard - where this may be useful in relation to the matters discussed, also considering the respective board committees they belong to. In this case, the chairman and the chief executive officer shall share in advance with the other members of the board of directors called to participate in such meeting the position to be taken on the issues that will be discussed therein, in line with the provisions of the regulation adopted by Enel on the processing of corporate information and in order to ensure coordination and uniformity of approach in the interest of the Company and the Group.

The Engagement Policy also specifies that, when taking part in meetings with institutional investors, the members of the board of directors shall ensure compliance with the general principle of absence of a mandate restriction with respect to shareholders who have submitted their candidature and/or voted for their election, also refraining from disclosing information of a confidential or even potentially inside nature concerning the Company or the Enel Group.

The chairman shall ensure that the board of directors is in any case promptly informed on the development and significant contents of the dialogue with all shareholders.

During 2025, the Company kept a constant dialogue with institutional investors and financial analysts on both economic-financial and ESG issues.

In particular, the dialogue focused mainly on the impact of macroeconomic dynamics on the performance of the Group's business, on the allocation of capital and on the use of financial flexibility, as well as on the evolution of the regulatory framework in the main countries where the Group operates, also in relation to the renewal of the concessions of certain assets. Furthermore, certain profiles concerning sustainability, with particular regard to climate change and the respect for human rights, were also the subject of dialogue. Lastly, the dialogue focused on the corporate

governance of Enel and the Group, also with reference to the preparation of the Company's remuneration policy for 2025, which was widely appreciated by shareholders at the shareholders' meeting, as well as the contents and methods of carrying out the induction program for directors and statutory auditors.

Enel has taken into account the comments received from institutional investors and financial analysts on the aforementioned issues when periodically updating, among other things, the Group's strategies, as well as identifying additional information elements deemed useful - especially in the area of sustainability - to align corporate reporting with market expectations.

8. Shareholders' Meetings

As indicated in the Engagement Policy referred to in the preceding paragraph, although there is a broad diversification of tools and opportunities for dialogue, Enel considers shareholders' meetings as important occasions for discussion between the shareholders and the board of directors. In such context, the Company, since a long time, in addition to ensuring the regular attendance of its directors at shareholders' meetings, deemed it advisable to adopt specific measures to adequately enhance such meetings; in particular, reference is made to the provision of the Corporate bylaws aimed at enhancing proxy solicitation among the employee shareholders of the Company and its subsidiaries and at facilitating their participation in the decision-making process at shareholders' meetings (this provision is specifically described in the first part of the report, under "Ownership structure" – "Employee-shareholdings: mechanism for exercising voting rights").

The applicable law regarding the functioning of shareholders' meetings of listed companies, provided in the Italian Civil Code, in the Consolidated Financial Act and in the implementing regulations adopted by CONSOB, was significantly amended in the last years essentially to facilitate the exercise of the rights of the shareholders.

It should be noted that the shareholders' meeting is competent to resolve, in both ordinary and extraordinary sessions, upon, among other things: (i) appointment and removal of members of the board of directors and of the board of statutory auditors, determining their compensation and liability, if any; (ii) approval of the financial statements and allocation of the net income; (iii) purchase and sale of treasury shares; (iv)

remuneration policy and its implementation; (v) share-based compensation plans; (vi) amendments to the Company bylaws; (vii) mergers and demergers; (viii) issue of convertible bonds.

On the basis of Enel's bylaws, ordinary and extraordinary shareholders' meetings are held, as a general rule, on single call (provided however that the board of directors may establish, where deemed advisable and providing express notice in such regard in the notice of call, that the shareholders' meeting are held following more than one call), are constituted and resolve with the majorities prescribed by applicable laws and are held in the municipality where the Company's registered office is located (unless otherwise decided by the board of directors, and provided that the venue is in Italy).

The ordinary shareholders' meeting must be convened at least once per year within 180 days after the end of the accounting period, for the approval of the financial statements.

The Consolidated Financial Act provides that entitlement to attend and vote in the shareholders' meeting must be certified by a communication sent to the issuer by the intermediary in the interest of the person entitled to vote, and issued on the basis of the accounting records at the end of the seventh trading day prior to the scheduled date of the shareholders' meeting ("record date").

Those entitled to vote may:

- ask questions on the items on the agenda, also before the shareholders' meeting by the deadline indicated in the notice of call; such questions will be answered no later than during the meeting;
- notify also electronically their proxies to the Company, by sending the proxies through the specific section of the Company's website indicated in the notice of call;
- grant proxies, even to proxy-holders in conflict of interest, provided that the latter has communicated in writing to the shareholder the circumstances giving rise to the conflict of interest and that specific voting instructions were given for each resolution in respect of which the proxy-holder has to vote on behalf of the shareholder;
- grant to a representative appointed by the Company a proxy with voting instructions upon all or some of the items on the agenda, that must be sent to the interested person no later than the end of the second trading day

before the date set for the shareholders' meeting; this proxy, the costs of which shall not be borne by the shareholders and which must be filled out through a schedule prepared by CONSOB, is valid only for those proposals in relation to which voting instructions were given.

On the basis of the Consolidated Financial Act and the related implementing provisions issued by CONSOB, Enel bylaws (available on the Company's website) empower the board of directors to provide for, with respect to single shareholders' meetings, the possibility of shareholders participation by electronic means, specifying the conditions for such participation in the notice of call.

Shareholders' meetings are governed, in addition to the law and Corporate bylaws, by a specific regulation that is available on the Company's website.

Shareholders' meetings shall be chaired by the chairman of the board of directors or, in the event of his absence or impediment, by the deputy chairman, if appointed, or if both are absent, by a person designated by the board of directors; lacking a designation, the meeting shall elect its own chairman. The chairman of a shareholders' meeting shall be assisted by a secretary, whose presence may be waived if the drafting of the minutes is entrusted to a notary public. The chairman of the shareholders' meeting, among other things, verifies that the meeting is duly constituted, and verifies the identity and entitlement of those attending, regulates the proceedings and ascertains the voting results.

As regards the right of each shareholder to request to speak on the items on the agenda, the shareholders' meetings regulation provide that the chairman, taking into account the nature and the importance of the specific matters under discussion, as well as the number of those requesting to take floor and the questions, if any, asked by shareholders before the shareholders' meeting to which no reply was given by the Company, shall predetermine the time limits for speaking from the floor and for rejoinders – normally no more than ten minutes for the former and five minutes for the latter – in order to ensure that the meeting is able to conclude its business at one sitting. All those entitled to vote may request the floor to speak on the matters under discussion only once, making observations, requesting information and making proposals. The chairman and, at his or her request, those who assist him or her, shall reply to participants who speak on

matters being discussed after all of them have spoken or after each one has spoken. Those who have requested the floor shall be entitled to a brief rejoinder.

The resolutions of the meeting shall be recorded in minutes signed by the chairman and the secretary or notary public. The minutes of extraordinary shareholders' meetings shall be drafted by a notary public.

Lastly, it should be noted that, at the shareholders' meeting of May 22, 2025, the Company availed itself of the right contemplated by Article 106, paragraph 4, of Law Decree no. 18/2020 - converted, with amendments, by Law no. 27/2020 and whose final deadline for application was last extended to September 30, 2026 by art. 4, paragraph 11, of Law Decree no. 200/2025, converted by Law no. 26/2026 – providing that those entitled to attend the meeting could only do so through the representative appointed by the Company pursuant to Article 135-*undecies* of the Consolidated Financial Act, to whom the shareholders were therefore able to exceptionally grant proxies or sub-proxies also in the forms provided for by Article 135-*novies* of the Consolidated Financial Act.

Lastly, it should be noted that the Company's bylaws do not include any clause intended to allow on a permanent basis – i.e. beyond the term of application of Article 106, paragraph 4, of the aforementioned Law Decree no. 18/2020 – that those entitled to attend the meeting may only do so through the representative appointed by the Company pursuant to Article 135-*undecies* of the Consolidated Financial Act.

9. Other corporate governance practices

9.1 Related party transactions

A procedure has been implemented within Enel, adopted by the board of directors in compliance with CONSOB regulations, aimed at governing the approval and conclusion of related party transactions carried out by Enel, either directly or through its subsidiaries, in order to ensure the transparency and fairness of such transactions from both a substantive and formal standpoint; such procedure is available on the Company's website.

Pursuant to the procedure currently in force within Enel– approved by the board of directors in November 2010 and last updated in June 2021 – transactions with related parties concluded directly by the Company may be sub-divided into the following three categories:

- “major transactions”, which are those exceeding a specific quantitative threshold (equal to 5%) of three relevance indexes, that take into account the equivalent-value of the transaction, of the assets of the entity which is the target of the transaction and of the liabilities of the entity acquired. Such transactions, if not subject to the approval of the shareholders' meeting pursuant to the applicable laws or the bylaws, are necessarily subject to the board of director's approval;
- “minor transactions”, which are defined as those transactions other than the “major transactions” and “small transactions”;
- “small transactions”, that are those characterized by an equivalent-value lower than specific thresholds, distinguished depending on the category of related parties with whom the transactions are executed. The procedure does not apply to “small transactions”.

In order to allow the related parties committee to express a previous reasoned opinion on Enel's interest in the completion of such transactions, as well as the convenience and substantial fairness of the relevant conditions, the procedure determines specific information flows that for “major transactions” cover also the negotiations and the preliminary inquiry.

With regard to the effectiveness of the opinion issued by the related parties committee, the procedure provides that:

- for the “minor transactions”, such opinion is not binding. Nevertheless, Enel shall make available to the public, within fifteen days after the close of each quarter, a document containing an indication of the counterparty, of the object and the consideration of any “minor transactions” approved in the reference quarter in the presence of a negative opinion of the related parties committee, as well as of the reasons why the opinion was not shared;
- for the “major transactions”, if the related parties committee issues a negative opinion, the board of directors of the Company, if set forth in the Corporate bylaws (as it actually is), may submit the transaction concerned to the ordinary shareholders' meeting for its authorization. The ordinary shareholders' meeting, without prejudice to the majorities required by law, bylaws and provisions applicable in case of conflict of interest, approves its resolution with the favourable

vote of at least half of the voting unrelated shareholders (“whitewash”). In any case, the completion of “major transactions” is prevented only if the unrelated shareholders present at the shareholders’ meeting represent at least 10% of the share capital with voting rights.

If a director has an interest in a transaction, on his own behalf or on behalf of third parties, in conflict with the interest of the Company (so-called “director involved in the transaction”), he/she shall promptly notify the other directors and statutory auditors of the nature, terms, origin and range of such interest, abstaining from voting on the approval of the transaction. Moreover, if a relationship exists with the Company’s chief executive officer or a party related through the chief executive officer, in relation to a transaction that the same would be competent to approve according to the current system of delegated powers, the chief executive officer shall abstain from approving the transaction, remitting the matter to the board of directors.

If the relationship exists with one of the regular statutory auditors of the Company or with a party related through him/her, the interested statutory auditor shall promptly notify the other statutory auditors and the chairman of the board of directors of the nature, the terms, the origin and the range of his/her interest.

Further, the procedure sets that the chief executive officer of the Company, in the periodical report concerning the activities carried out in execution of the powers granted to him/her, provides the board of directors and the board of statutory auditors, at least quarterly, with specific information regarding the execution of transactions with related parties both qualified as “major transactions” and “minor transactions”.

A specific procedure is prescribed for transactions with related parties carried out by Enel not directly but through subsidiaries. In this respect, it is set forth that the board of directors of the Company - with the abstention from voting of any directors involved in the transaction - or the competent delegated body on the basis of the system of delegated powers in force makes – with the prior non-binding opinion of the related parties committee – a previous assessment of the transactions with related parties carried out by companies directly and/or indirectly controlled by Enel which fall within one or more of the following categories:

- atypical or unusual transactions;

- transactions whose equivalent-value exceeds Euro 10 million, with the exception of those transactions excluded from the scope of application of the procedure.

Also in this event, in case of a relationship with the delegated body, or with a party related through the delegated body, the latter shall abstain from any assessment regarding the completion of the transaction by companies directly and/or indirectly controlled by Enel, remitting such assessment to the delegating body.

As observed above with reference to the “minor transactions” carried out directly by Enel, also for the transactions carried out through subsidiaries it is provided that, if the board of directors of the Company, or the competent delegated body on the basis of the applicable system of delegated powers in force has issued a favourable opinion concerning the carrying out of transactions of subsidiaries which are relevant for the purposes of the procedure, although the related parties committee issued a negative opinion, Enel shall make available to the public a specific document containing the reasons for not sharing such opinion.

The procedure does not apply to specific types of related parties transactions, among which the main are the regular transactions completed at market-equivalent or standard terms and the transactions with or between companies controlled, even jointly, by Enel, as well as transactions with companies affiliated with Enel, provided that in the controlled or affiliated companies that are counterparties to the transaction no significant interests (as identified in the procedure) of another Enel’s related party exist.

A simplified procedure is then provided for the approval in the event of urgency of related parties transactions that are not attributed to the shareholders’ meeting, without prejudice to the exclusive competence of the board of directors in relation to “major transactions” and the obligation to abstain from voting of any directors involved in the transaction, and that a subsequent non-binding vote concerning such transactions by the next ordinary shareholders’ meeting of the Company is required.

Lastly, please note that the board of directors approved – in January 2015, and renewed in June 2021 – a specific best practice guideline on corporate governance pursuant to which:

- Enel and other companies of the Group shall abstain from granting any form of financing to

Enel – report on corporate governance and ownership structure for year 2025

directors (or to either natural or legal persons referable to directors as related parties); and

- the directors shall immediately inform the board of directors and the related parties committee about any professional engagement or commercial relationships (other than those concerning the supply of electricity and/or gas and/or other services and regulated at market conditions) with Enel or other companies of the Group, even where the envisaged considerations are lower than the minimum threshold (*i.e.*, Euro 50,000 aggregated on an annual basis) established by the aforesaid company procedure on related parties transactions.

9.2 Processing of corporate information

The Enel Group applies a specific regulation, which contains the relevant rules on the management and processing within the Company of confidential information and points out the procedures to be followed for the public disclosure of documents and information concerning Enel and its subsidiaries, with particular regard to inside information. Such regulation has been adopted in compliance with the recommendations set out in the Corporate Governance Code and with the CONSOB Guidelines on the management of inside information as well as in compliance with the applicable European and Italian market abuse regulation.

Such regulation – adopted by the board of directors in February 2000 and lastly amended in September 2018 in order to take into account the above mentioned CONSOB Guidelines – is primarily aimed at keeping undisclosed the confidential information, while at the same time ensuring that the corporate data and information disclosed to the market are correct, complete, adequate, prompt, and non-selective.

The rules entrust the Company's chief executive officer and the chief executive officers of the Group companies with the general responsibility of managing the confidential information concerning their respective spheres of authority, establishing that the dissemination of confidential information regarding individual subsidiaries must in any case be agreed upon with Enel's chief executive officer.

The regulation also establishes specific procedures to be followed in circulating company documents and information outside the Group – providing for specific rules for the internal management, processing and disclosure of relevant information,

inside information and financial information – and carefully regulate the ways in which the company representatives enter into contact with the press and other mass media, as well as financial analysts and institutional investors.

Such rules are available to the public on the Company's website.

In 2025, in compliance with the European and national regulation on market abuse, Enel has:

- kept regularly updated (i) the register (so called “insider list”) for all individuals and legal entities with access to inside information through the exercise of his or her employment, profession or duties on behalf of the Company or the other companies belonging to the Group as well as (ii) the list of the persons which have access to relevant information. In June 2017 and, lastly, in December 2018 and November 2024, the policy adopted by the Company on this regard was updated in order to take into account the substantial new provisions introduced by the EU legislation and the relevant indications contained in the mentioned CONSOB Guidelines as well as some changes in the structure of the Company's organisation;
- applied the rules on internal dealing, concerning the transparency of transactions involving the shares or bonds issued by the Company, derivatives or other related financial instruments linked thereto as carried out by “relevant persons” or by persons closely associated with them. In particular, the category of “relevant persons” includes directors and regular statutory auditors of Enel, as well as – as of the date of this report – 6 other managerial positions identified within Enel by the chief executive officer in accordance with the criteria indicated in the applicable law, since they have regular access to inside information and the power to take managerial decisions that could affect the future developments and business prospects of the Company. Please note that in March 2017, the board of directors of Enel, having acknowledged the material amendments introduced in 2016 by the relevant EU applicable law, deemed appropriate to approve an *ad hoc* company regulation on internal dealing, lastly updated in September 2024, that is available to the public at the Company's website.

9.3 Code of Ethics

Awareness of the social and environmental effects that accompany the activities carried out by the Group, as well as consideration of the importance of both a cooperative approach with stakeholders and the good reputation of the Group itself (in both internal and external relations) inspired the drawing up of the Group's Code of Ethics, which was approved by the Company's board of directors since March 2002.

Such Code (available on the Company's website) has been updated several times and – lastly, in April 2025 – in order to adapt its contents to the current reference framework, to the changes in the Group's organizational structure and procedural system, as well as to the national and international best practices.

The Code of Ethics therefore expresses the commitments and ethical responsibilities involved in the conduct of business, regulating and harmonizing corporate behaviour in accordance with standards calling for maximum transparency and fairness for all stakeholders ⁽²⁶⁾. Specifically, it consists of:

- general principles regarding relations with stakeholders, which define the principal values inspiring the Group in the conduct of its operations. Among the aforesaid principles, specific mention should be made of the following: legality, impartiality and non-discrimination, confidentiality, enhancing the value of shareholder and bondholder investments, value of people, transparency, completeness, accuracy and truthfulness of information, quality of services and products, environmental protection;
- criteria of behaviour towards each class of stakeholders, which specify the guidelines and rules that Enel's people must follow in order to prevent the risk of unethical actions;
- implementation mechanisms, which describe the control system to ensure the observance

⁽²⁶⁾ For further information on corporate culture and business conduct policies, please refer to the information provided - in accordance with ESRS G1-1 - in the consolidated sustainability statement, included in the annual financial report for the financial year 2025.

⁽²⁷⁾ Among the crimes that the Model in question aims to prevent are included, in particular: (i) crimes in dealings with the public administration and the crime of inducing people not to make statements or to make false statements to the judicial authorities; (ii) corporate crimes; (iii) crimes of terrorism or subversion of the democratic order; (iv) crimes against the individual, as well as crimes of illegal intermediation and exploitation of labour, employment of third-Country nationals whose stay is irregular, racism and

of the Code of Ethics and its continuous improvement.

9.4 Organizational and Management Model pursuant to Legislative Decree No. 231/2001

Since July 2002, the Company's board of directors has adopted an Organizational and Management Model in accordance with the requirements of Legislative Decree No. 231 of June 8, 2001, which introduced into the Italian legal system a regime of administrative liability with respect to companies for several kinds of crimes committed by their directors, executives, or employees in the interest of or to the benefit of the companies themselves.

This Model consists of a "general part" (available to the public on the Company's website) and separate "special parts", supplemented and updated from time to time in order to reflect the development both of the business organizational structure and of the different kinds of crimes that fall under Legislative Decree No. 231/2001, which the aforesaid Model aims to prevent ⁽²⁷⁾.

At the same time, Enel encourages, from a general standpoint, the activities aimed at updating the organizational and management model adopted by the other Italian companies of the Group, in order to foster its correct and uniform implementation, also in light of the Group's organizational and operational structure.

In September 2016, Enel's board of directors has also approved the "Enel Global Compliance Program" ("EGCP"), last updated in April 2025. It is a document addressed to the foreign companies of the Group, and a governance tool aimed at strengthening the ethical and professional commitment of the Group to prevent the commission of crimes abroad (such as by way of example offences against the public administration, fraudulent accounting, money laundering, crimes committed in violation of the rules on work-place safety, environmental crimes) which may trigger the company's criminal liability and the related reputation risks.

xenophobia; (v) crimes and administrative offences relating to market abuse (vi) crimes of involuntary manslaughter and grievous or seriously grievous bodily harm committed in breach of the rules on the protection of health and safety at work; (vii) crimes of fencing, money laundering, use of money, goods or benefits of illegal origin, self-laundering and fraudulent transfer of funds; (viii) cybercrimes and unlawful data processing, as well as crimes in breach of copyright; (ix) crimes related to organised crime; (x) environmental crimes; (xi) crimes of corruption among private individuals and incitement to corruption among private individuals; (xii) tax crimes; (xiii) crimes against cultural heritage, laundering of cultural assets, devastation and looting of cultural and landscape heritage.

Enel – report on corporate governance and ownership structure for year 2025

The EGCP has been prepared in light of the main and leading international sources on the matter (*i.e.*, main international conventions to combat corruption, British Bribery Act, the United States Foreign Corrupt Practices Act), as well as taking into account the current organizational structure of the Group and the specific relevant regulation applicable within the legal frameworks in which the various companies of the Group operate.

Enel's Supervisory Body, called to supervise the effective application of the aforementioned Model and to monitor its updating, may be composed of a number of members ranging between three and five, who are appointed by the board of directors. Such members may be chosen either from within or outside the Company or the Group, with specific expertise and professional experience. In July 2023 the board of directors of Enel has defined the composition of the SB currently in office, which is composed of three external members with overall specific professional expertise on corporate organization and corporate criminal law matters, Filomena Passeggio (who is chairman of the body), Salvatore De Bellis and Andrea Mascetti. It is deemed that this composition, which is in compliance with case law practices and orientations, in enhancing the autonomy and independence of the SB due to the contribution of competences and experiences external to Enel satisfies the need to ensure adequate coordination among the various subjects involved in the internal control and risk management system. In particular, this coordination is ensured (i) by means of information on the activities carried out, which is provided by the SB, both on a periodic basis to the board of statutory auditors and, with prior information given to the control and risk committee, to the board of directors, and, on an ongoing basis, to the chairman and the chief executive officer (the latter in his role as director in charge of establishing and maintaining the internal control and risk management system), and (ii) thanks to the regular participation at the SB meetings of the "Audit" function and the Compliance unit belonging to the "Legal, Corporate, Regulatory and Antitrust Affairs" function.

The term of the office of the members of the SB is aligned to the term office of the board of directors of the Company and therefore their office expires at the date of approval of the 2025 financial statements.

During 2025, the SB, in carrying out its activities aimed at verifying the compliance of the effective

corporate conducts with those set forth under the aforesaid organizational and management Model:

- held 12 meetings, during which it discussed the analysis - carried out also with the assistance of the relevant management - of the main business areas which are significant for the Model and the exam of the control procedures of such areas;
- held meetings with supervisory bodies (or similar bodies) of the other major Group companies – with respect for the decision-making autonomy delegated to each of them – about relevant facts and any critical issues encountered in supervisory activities;
- promoted training initiatives aimed at allowing a constant updating of the personnel on the contents of the Model;
- reported its activities to the chairman of the board of directors and to the chief executive officer and, on a regular basis, to the board of directors (with prior notice to the control and risk committee) and to the board of statutory auditors.

Moreover, during 2025, the SB promoted an updating of the organizational and management Model in order to take into account specific law amendments and changes occurred in the corporate organizational structure. This update, which was approved by the board of directors in June 2025, concerned the review of the "special parts" relating to (i) crimes in relations with the public administration and the crime of inducement not to make statements or to make false statements to the judicial authorities, and (ii) cybercrimes and unlawful data processing, as well as crimes in violation of copyright, associated with the introduction of a new special part on crimes against cultural heritage, on laundering of cultural assets, on devastation and looting of cultural and landscape heritage.

9.5 "Zero Tolerance for Corruption" plan and Anti – corruption management system

The Company has enacted since 2006 the "Zero Tolerance for Corruption" plan - ZTC ("ZTC plan") (last updated in April 2025) in order to give substance to Enel's adherence to the Global Compact (an action program sponsored by the U.N. in 2000) and to the PACI – Partnership Against Corruption Initiative (sponsored by the Davos World Economic Forum in 2005).

The ZTC Plan (available to the public on the Company's website) supplements the Code of Ethics and the organizational and management

Enel – report on corporate governance and ownership structure for year 2025

Model adopted pursuant to Legislative Decree No. 231/2001, representing a more significant step regarding corruption and aimed at adopting a series of recommendations for the implementation of the principles formulated by Transparency International.

During 2017 Enel has been among the first companies in the world to obtain the certificate the compliance of its anti-corruption management system with the international standard ISO 37001:2016 (“Anti-corruption management system”). Such certification has been released after an independent assessment procedure carried out by a prominent accredited certification body, which was conducted in two different phases having the aim firstly of ascertaining the adequacy of the design of Enel’s anti-corruption management system (in terms of governance, roles and responsibilities, control mechanisms, *etc.*) and therefore assessing the level of its concrete application and effectiveness ⁽²⁸⁾.

During 2025, the Company carried on the activities to achieve the ISO 37001:2016 certification by other significant Group companies, as well as the activities related to the upholding of such certification by Group companies that have already achieved this certification.

9.6 Human Rights Policy

The Company enacted in 2013 a Policy on Human Rights (available on the Company’s) that reflects

the “Guidelines on Business and Human Rights” issued by the U.N., defines the principles to which Enel is committed in this regard due to their relevance in the context of corporate activities and business relations affecting each Country in which the Group operates, while considering local cultural, social and economic differences. This Policy has been updated several times – lastly, in April 2025 – in order to align its content with the current reference context, the changes in the organizational structure and procedural system of the Group, as well as the national and international best practices.

At the same time, Enel requires its stakeholders to adopt a conduct in line with the aforementioned principles, primarily with regard to the Group’s employees, promoting their observance in the context of business relations and adherence to them by contractors, suppliers and commercial and financial partners.

This Policy corroborates the commitments already provided for under the Code of Ethics, the organizational and management model adopted pursuant to Legislative Decree No. 231/2001 and the “Zero Tolerance for Corruption” plan with regard to human rights matters.

⁽²⁸⁾ For further information on the procedures adopted to prevent, identify and manage episodes of active or passive corruption, please refer to the information provided - in

accordance with ESRS G1-3 – in the consolidated sustainability statement included in the annual financial statements for the financial year 2025.

SCHEDULE 1: Biography of the members of the Board of Directors



Paolo Scaroni

Year of birth: 1946

Office: Non-executive independent Chairman

Participation in committees: Corporate Governance and Sustainability Committee (Chairman)

In office since: May 2023

Number of offices held in other relevant companies according to Enel's Policy: 0

Slate of origin: director drawn from the slate submitted by the shareholder Ministry of the Economy and Finance

He currently holds, among others, the position of chairman of the board of directors of AC Milan and Giuliani and is a contract professor at Bocconi University in the master of energy transition and energy geopolitics. With a bachelor's degree in economics and business from Bocconi University in Milan in 1969 and proficiency in four languages, he began his professional career at Chevron (1969-1971).

After earning a master's degree in business administration from Columbia University in New York (1972), he worked as a consultant at McKinsey&Co (1972-1973).

He joined Saint Gobain in 1973 and held various management positions in Italy (1973-1978) and Latin America (1978-1983).

In 1983 he became head of Saint Gobain's Flat Glass Division in Paris, assuming responsibility for all activities of that division worldwide, including serving as chairman and general manager of the Glass Division in France.

In 1985 he left Saint Gobain to join Techint as vice chairman and chief executive officer. While at Techint, he also served as executive vice chairman of Falck (1986-1988), a company in which Techint was a major shareholder at the time, and also as chief executive officer of SIV (1993-1995), a company then owned equally by Techint and Pilkington.

In November 1996 he joined Pilkington as chairman of Automotive products worldwide. From May 1997 to May 2002 he served as chief executive officer of Pilkington, then a world leader in flat glass production. From May 2002 to May 2005 he was chief executive officer of Enel.

From May 2005 to May 2014 he was chief executive officer of Eni.

From May 2014 to May 2023 he was deputy chairman of Rothschild Group.

From 2000 to 2022 he held various non-executive roles, including deputy chairman of the London Stock Exchange and chairman of Alliance Unichem. He has also been member of the board of directors of Assicurazioni Generali, ABN Amro, Bae System, Alstom and Veolia.

In 2003 he was made a *Cavaliere del Lavoro* (Knight of Labor) and in 2013 a Commandeur of the Legion of Honor.



Flavio Cattaneo

Year of birth: 1963

Office: Chief Executive Officer and General Manager

Participation in committees: -

In office since: May 2023

Number of offices held in other relevant companies according to Enel's Policy: 1

Slate of origin: director drawn from the slate submitted by the shareholder Ministry of the Economy and Finance

He has been chairman of Enel Iberia since June 12, 2023 and vice chairman of Endesa since June 20, 2023.

He also currently holds the position of member of the board of directors of Assicurazioni Generali.

Between 2017 and 2018 and from 2014 to 2016 he was chief executive officer of NTV-Italo.

Between 2016 and 2017 he was chief executive officer of Telecom Italia.

From 2005 to 2014 he was chief executive officer of Terna, within whose Group he also served from 2007 to 2011 as chairman of the board of directors of Terna Participações, a Brazilian electricity grid operator, whose listing on the São Paulo Stock Exchange in Brazil he led, among other things. From 2003 to 2005 he was general manager of RAI-Italian Radio and Television broadcasting.

From 1999 to 2003 he was chairman and chief executive officer of Fiera Milano, providing *inter alia* to lead its listing process on the Italian Stock Exchange.

From 1998 to 2001 he was vice chairman of AEM Milan (now A2A).

He holds a degree in architecture from the Polytechnic of Milan and attended a post-graduate RE Finance Programme at SDA Bocconi School of Management.

In 2011 he received the honor of *Cavaliere del Lavoro* (Knight of Labor).



Johanna Arbib

Year of birth: 1969

Office: Non-executive independent director

Participation in committees: Nomination and Compensation Committee and Corporate Governance and Sustainability Committee

In office since: May 2023

Number of offices held in other relevant companies according to Enel's Policy: 0

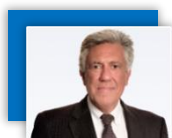
Slate of origin: director drawn from the slate submitted by the shareholder Ministry of the Economy and Finance

She graduated in Finance from John Cabot University (1992) and began her career dealing with communications activities and marketing strategies related to the properties of the ROEV Group (1994-2000) located in Italy, Israel and the United States of America.

Having moved on to AFI, one of the leading private Italian operators in the real estate sector, where she held the position of external relations manager (2000-2007), she was subsequently senior advisor of the British real estate company Patron Capital (2008-2013), where she was mainly involved in the analysis and development of investments in Italy.

Since 2018, she has held various positions within IAM Capital, a private equity player in the real estate and renewable energy sectors. In particular, since 2018 she has been senior advisor of IAM Capital Real Estate, active in Italy and the United Kingdom, with responsibility for business development and deal sourcing; since 2019 she has been responsible for the Italian deal sourcing and asset management activities of IAM Capital Fund SICAV; since 2021 she has been a member of the Advisory Committee of IAM Capital Italia 1.

She has held and still holds relevant positions within Israeli civil society, including promoting philanthropic activities. Among her past positions, she was chairman of the Board of Trustees of Keren Ha Yesod (2009-2014) - an organization of which she was also a member of the international executive board from 2008 to 2019 and where she still holds the position of member of the Board of Trustees - and chairman and CEO of the Jerusalem Foundation (2015-2018), where she oversaw the strategic approach, as well as managerial and fundraising activities. Among the offices she currently holds, she is chairman of HaShomer HaChadash (since 2018), a member of the Board of Governors of the Jewish Agency for Israel (since 2005), and a member of the board of the Mario Foundation and the Claudio Segre Foundation, which promote scholarships for university and high school students in Israel.



Mario Corsi

Year of birth: 1954

Office: Non-executive independent director

Participation in committees: Control and Risk Committee and Related Parties Committee

In office since: May 2023

Number of offices held in other relevant companies according to Enel's Policy: 0

Slate of origin: director drawn from the slate submitted by a group of asset management companies and other institutional investors

He graduated with honors in chemical engineering at the University of Trieste (1978) and he began his career in the Total Group (1980-1986), where he held the position of mechanical maintenance manager at the Trieste refinery and supervised the related management control.

He then moved to the Generali Group (1987-1989), where he was involved in the insurance of technological risks of multinational and oil companies, and he was subsequently a management consultant first at the Telos Group (1989-1994), where he was responsible for various projects, with particular focus on organizational and ICT profiles, and then at Coopers & Lybrand (1994-1995), where he was responsible for reorganizations in the production-logistics area.

In 1997 he joined the ABB Group, where he worked in an initial phase until 2006 with roles of increasing responsibility. In this period, he was global manager of the "Maintenance, Engineering & Consulting" and "System Service" business units (1999-2000), manager for Italy of the distribution transformers business unit (2000-2003), sales manager (2002-2004) and then general manager of the Italian "Power Technologies" Division (2004-2006). He was then chief executive officer of Fantuzzi Reggiane Group (2006-2007), a world leader in the production of container handling cranes, and general manager of Triveneta Cavi (2008-2009), a leading European company in the production of medium- and low-voltage cables. In 2010 he returned to the ABB Group, where he held the role of global manager of the distribution transformers business line (2010-2014) and then managing director of ABB Italy (2015-March 2020), a company where he was also chairman of the board of directors (March-December 2020). In this period he also held some important association positions, including member of the board of directors of the Swiss Chamber in Italy and of the advisory board Foreign Investors of Confindustria.



Olga Cuccurullo

Year of birth: 1972

Office: Non-executive director

Participation in committees: Control and Risk Committee and Nomination and Compensation Committee

In office since: May 2023

Number of offices held in other relevant companies according to Enel's Policy: 0

Slate of origin: director drawn from the slate submitted by the shareholder Ministry of the Economy and Finance

(*)Please note that in February 2026 the board of directors recognized that director Olga Cuccurullo meets the independence requirements set forth in both the Consolidated Financial Act and the Corporate Governance Code (for further information, please refer to the paragraph entitled “Board of Directors - Independent directors” in the second section of this document).



Dario Frigerio

Year of birth: 1962

Office: Non-executive independent director

Participation in committees: Control and Risk Committee (Chairman) and Nomination and Compensation Committee

In office since: May 2023

Number of offices held in other relevant companies according to Enel's Policy: 0

Slate of origin: director drawn from the slate submitted by a group of asset management companies and other institutional investors

After graduating with honors in law from La Sapienza University of Rome (1996) and obtaining a master's degree in “intermediaries, issuers and financial markets” from the same university, she was initially practicing lawyer until 2003.

After a short period in which she worked in the legal office of the National Insurance Fund for Lawyers (May-December 2003), she was hired by the Ministry of the Economy and Finance, where she was given increasing levels of responsibility in the offices dealing with the privatization processes of the listed companies owned by the Ministry (2003-2008), with the management and enhancement of the state's assets (2012-2013), as well as with the management and exercise of shareholder rights of the same Ministry in investee companies operating in the sectors of financial services, infrastructure, transport and real estate funds (2009-2024). She currently holds the position of general director with responsibility for “Consulting, studies and legal research,” reporting directly to the general manager of the Department of the Economy.

Since 2009, she has been, upon nomination by the Ministry of Economy and Finance, a member of administrative and control bodies of various companies and foundations operating in the real estate, IT, shipbuilding, air transport, securities and financial services sectors; from 2020 to 2022, she was a member of the board of directors of Banca Monte dei Paschi di Siena, where she was also a member of the risk and sustainability committee.

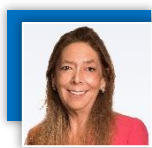
She also holds the position of chairman or member of supervisory bodies established pursuant to Legislative Decree No. 231/2001 within publicly owned companies.

He graduated with honors in political economics from Bocconi University in Milan (1986) and began his career at Credito Italiano (1988-1995), dealing with treasury, proprietary investment and private banking, subsequently carrying out the functions of chief investment officer at Gesticredit Asset Management (1995-1997) and then chief investment officer and deputy general manager of Credit Rolo (1997-1998).

After serving as CEO and chief investment officer of Europlus Research and Management (1998-2000), he then assumed the position of CEO of Pioneer Global Asset Management (2001-2010), at the same time performing the functions of deputy general manager and head of the global wealth management division of Unicredit (2004-2008) covering asset management, private banking and online banking.

Senior Advisor of Citigroup (2011-2012) for the EMEA area in the asset management division, he was then CEO of Prelios SGR (2011-2013) and deputy chairman of the executive board of the Fiera Milano Foundation (2016-2022).

Since 2013, he has been an independent consultant in the asset management and wealth management sectors for institutional investors, pension funds and foundations, as well as in the development of corporate governance policies for listed and unlisted companies. He has also been an executive director in various Italian and foreign companies of the Unicredit Group (1996-2010) and has held and continues to hold the role of non-executive director and member of various board committees in numerous listed and non-listed companies, including Sogefi (2010-2016), Fullsix (2011-2015), Leonardo (2013-2023), RCS Group (2014-2016), Telecom Italia Mobile (2016-2018), Atlantia (2019-2023), Dea Capital (since 2019).



Fiammetta Salmoni

Year of birth: 1966

Office: Non-executive independent director

Participation in committees: Related Parties Committee (Chairman) and Nomination and Compensation Committee

In office since: May 2023

Number of offices held in other relevant companies according to Enel's Policy: 0

Slate of origin: director drawn from the slate submitted by shareholder Ministry of the Economy and Finance

She graduated with honors in political science and international relations from La Sapienza University of Rome (1990) and currently holds the position of full professor of institutions of public law at Guglielmo Marconi University.

Author of numerous essays and scientific publications in national and international journals where she has dealt with issues of public law and international politics, she has been a speaker at various conferences and seminars on these topics. She has been and still is a member of editorial boards of leading scientific journals and participates in academies and associations of recognized prestige.

She is recognized as a leading expert on issues related to European economic governance, the Next Generation EU, the National Recovery and Resilience Plan (NRRP), the European Stability Mechanism (ESM) and the European Banking Union.

Outside of academia, she has gained 20 years of experience, beginning in 2003, in the aerospace and defense industry, serving as a board member and chairman of several Italian and international companies.

In 2006-2008, she served as chairman of the SME committee of AIAD.



Alessandra Stabilini

Year of birth: 1970

Office: Non-executive independent director

Participation in committees: Nomination and Compensation Committee (Chairman) and Corporate Governance and Sustainability Committee

In office since: May 2023

Number of offices held in other relevant companies according to Enel's Policy: 1

Slate of origin: director drawn from the slate submitted by a group of asset management companies and other institutional investors

She graduated in Law from the University of Milan (1995), obtained a master of laws degree from the University of Chicago (2000) and a PhD in commercial law from Bocconi University in Milan (2003).

In the academic field, she has held and still holds the position of researcher in commercial law (since 2004) and adjunct professor at the University of Milan, where she has taught International Corporate Governance (2011-2016), Corporate Interest, Corporate Social Responsibility and Financial Reporting (2016-2018) and Corporate Governance and Corporate Social Responsibility (since 2018).

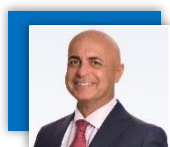
In the professional field, she held the role of equity partner of Advant NCTM Studio Legale (2015-2022) and in 2022 she founded the Stabilex law firm in Milan, of which she is the owner. She mainly deals with corporate law (with particular reference to listed companies), financial markets law, banking law and corporate governance. She has held and still holds the office of arbitrator appointed by the Arbitration Chamber of Milan.

She currently holds the position of non-executive director and is a member of various board committees at Engineering (since 2025), Salcef Group (since 2024), Coima SGR (since 2022) and Banca Aidexa (since 2020), having held similar positions in the past, among others, at Unieuro (2019-2025), Cerved (2019-2021), GIMA TT (2017-2019) and Banca Widiba (2014-2019).

She is also a regular statutory auditor of Hitachi Rail STS (since 2017, serving as chairman of the board of statutory auditors since 2023) and Illy Caffè (since 2021), having previously held similar positions in Parmalat (2013-2017), Fintecna (2014-2017), Brunello Cucinelli (2014-2023) and Nuova Banca delle Marche (2015-2017).

She has also held and still holds several positions as liquidator and member of the surveillance committee of SIM and SGR upon appointment by the Bank of Italy.

She held the position of member of the board of directors (2014-2022) and the vice-presidency (2016-2022) of NedCommunity (the Italian association of non-executive directors), as well as the position of member of the board of directors (2019-2022) and of the policy committee (2018-2023) of EcoDa (European Confederation of Directors' Associations).



Alessandro Zehentner

Year of birth: 1962

Office: Non-executive independent director

Participation in committees: Control and Risk Committee and Related Parties Committee

In office since: May 2023

Number of offices held in other relevant companies according to Enel's policy: 1

Slate of origin: director drawn from the slate submitted by shareholder Ministry of the Economy and Finance

He graduated in Sociology from the University of Urbino and since 1997 he has been working in Italy and Spain in the automotive, engineering and renewable energy sectors as head of the purchasing unit for various multinationals, such as Watt Industries (thermo-hydraulic sector), Seeber/Roehling (automotive), Johnson Controls (automotive), Lear Corporation (automotive and electronics), Cooper Standard (automotive), and DNV – Det Norske Veritas (renewable energy sector).

In carrying out these activities, he was involved in particular in technical feasibility and financial analysis, as well as contractual and financial management of projects, management of intercompany reporting, and regulatory compliance.

He was also in charge of the SOP of major industrial production activities in Morocco, Poland, Mexico and other LCCs.

In addition, he has managed working groups operating on an international scale in Europe, the United States of America and Latin America.

He was also a member of the board of directors and of the executive committee of Ferrovie Trento Malé (1996-2001), a member of the board of directors of Alpikom (2000-2005) and Trentino Digitale (2001-2004).

He is the chairman of the board of directors of Snam since May 2025.

SCHEDULE 2: Biography of the regular members of the Board of Statutory Auditors



Pierluigi Pace

Year of birth: 1962

Office: Chairman of the Board of Statutory Auditors

In office since: May 2025

No. of offices in other issuers according to CONSOB regulation: 0

Slate of origin: statutory auditor drawn from the slate submitted by a group of asset management companies and other institutional investors

He graduated in economics and business from the LUISS University of Rome in 1986 and he earned a master's degree in tax law from the LUISS Business School in 1987.

He is certified chartered accountant and auditor. Since 1989 he has his own professional firm where he has gained solid experience in providing tax assistance to both Italian and foreign companies and entities, operating in various sectors of the economy, in supporting the preparation of budgets and financial statements, as well as in corporate restructuring and providing appraisals and expert opinions.

He is a technical consultant to the Court of Rome since 1996. He has undergone extensive training on various aspects concerning the corporate governance of listed companies.

In the course of his professional activity, he has held and still holds positions in administrative and control bodies of significant Italian companies operating in various sectors. In particular, he has been - inter alia - a member of the board of directors of LVenture Group (2018-2021), chairman of the board of statutory auditors of Italgas (2019-2022), of Tod's (2022-2025) and of Salcef Group (2022-2025), as well as alternate statutory auditor of Campari (2019-2022). He is currently chairman of the board of statutory auditors of Deep Ocean Capital SGR and regular statutory auditor of Save the Children.



Monica Scipione

Year of birth: 1971

Office: Regular Statutory Auditor

In office since: May 2025

No. of offices in other issuers according to CONSOB regulation: 0

Slate of origin: statutory auditor drawn from the slate submitted by the shareholder Ministry of the Economy and Finance

She graduated with the highest grades in economics and business from the University "La Sapienza" of Rome in 1995.

She is a certified chartered accountant and auditor. She has gained over 25 years of experience – both within the Grant Thornton and Deloitte networks and as a freelance professional – in the field of administrative and tax consulting to financial institutions as well as to companies operating mainly in the industrial, infrastructure and transportation sectors.

This professional expertise is accompanied by significant experience in corporate strategy development, as well as in internal controls and risk management.

Contract professor since 2013 until 2020 at the economics and management Department of the University "Federico II" of Naples, she has also been a speaker at specialized conferences organized by the Order of Chartered Accountants of the Campania Region.

She has held and still holds positions in administrative and control bodies of significant Italian companies. In particular, she has been – inter alia - a member of the board of directors of Sace (2019-2022), Sace BT (2020-2025), Banca Widiba (2020-2023), and Invimit SGR (2021-2024), as well as a regular statutory auditor of Sviluppo Lavoro Italia (2021-2024). She is currently a member of the board of directors of AXA MPS Assicurazioni Danni and Banca Stabiese, chairman of the board of statutory auditors of Edil San Felice, regular statutory auditor of Infratel Italia, as well as alternate statutory auditor of Leonardo.



Mauro Zanin

Year of birth: 1966

Office: Regular Statutory Auditor

In office since: Maggio 2025

No. of offices in other issuers according to CONSOB regulation: 0

Slate of origin: statutory auditor drawn from the slate submitted by the shareholder Ministry of the Economy and Finance

He graduated, *cum laude*, in economics and business from the LUISS University of Rome in 1989.

He is a certified chartered accountant and auditor. He is the founder of the firm Stern Zanin, which was transformed in 2018 into NexumStp *società tra professionisti* (partnership of professionals), of which he is currently chief executive officer.

He is a promoter of the NexumNet network, which aggregates more than 150 professional entities across the national territory.

He has an extensive experience in tax and corporate consulting, with a specialization in M&A and private equity transactions.

In the course of his professional activity, he has held numerous positions in control and administrative bodies of companies operating in various sectors, including infrastructures, telecommunications, transportations and services. He currently holds, among others, the role of chairman of the board of statutory auditors of Invitalia – *Agenzia Nazionale per lo Sviluppo* (National Agency for Development), as well as the role of regular statutory auditor of *Cassa Depositi e Prestiti*, of Fibercop and some of its subsidiaries.

Enel – report on corporate governance and ownership structure for the year 2025

TABLE 1: Structure of Enel’s Board of Directors

Board of Directors													
Office	Members	Year of birth	Date of first election *	In office since	In office until	Slate (presented by) **	Slate (M/m) ***	Exec.	Non-exec.	Indep. under Corporate Governance Code ****	Indep. under CFA *****	No. of other offices *****	Participation (*)
Chairman	Paolo Scaroni	1946	2002	1/2025	12/2025	Shareholders	M		✓	✓	✓	-	10/10
CEO/GM ◊	Flavio Cattaneo	1963	2023	1/2025	12/2025	Shareholders	M	✓				1	10/10
Director	Johanna Arbib	1969	2023	1/2025	12/2025	Shareholders	M		✓	✓	✓	-	10/10
Director	Mario Corsi	1954	2023	1/2025	12/2025	Shareholders	m		✓	✓	✓	-	10/10
Director	Olga Cuccurullo	1972	2023	1/2025	12/2025	Shareholders	M		✓			-	10/10
Director	Dario Frigerio	1962	2023	1/2025	12/2025	Shareholders	m		✓	✓	✓	-	10/10
Director	Fiammetta Salmoni	1966	2023	1/2025	12/2025	Shareholders	M		✓	✓	✓	-	10/10
Director	Alessandra Stabilini	1970	2023	1/2025	12/2025	Shareholders	m		✓	✓	✓	1	9/10
Director	Alessandro Zehentner	1962	2023	1/2025	12/2025	Shareholders	M		✓	✓	✓	1	10/10
No. of meetings held during 2025 financial year: 10													
Quorum required for the submission of slates for the election of the board of directors (pursuant to Article 147-ter of the Consolidated Financial Act): 0.5% of share capital													

NOTES

• This symbol indicates the director in charge of establishing and maintaining the internal control and risk management system.

◊ This symbol indicates the main person in charge of managing Enel (Chief Executive Officer or CEO).

* “Date of first election” of each director means the date on which the director was elected for the very first time to the Board of Directors.

** This column indicates whether the slate from which each director was drawn was submitted by shareholders (Shareholders) or by the outgoing board of directors (BoD). It should be noted in this respect that, although the Company’s bylaws provide that the slates of candidates for the office of director may be submitted both by the shareholders and by the expiring board of directors, the same board of directors has so far decided not to submit its own slate of candidates on the occasion of its various renewals, as no difficulties were encountered on the part of the shareholders in preparing suitable candidates.

*** This column shows M/m depending on whether the director has been drawn from the slate voted by the majority (M) or by the minority (m) of the share capital represented at the meeting. It should be noted that at the ordinary shareholders’ meeting of May 10, 2023, the slate submitted by the shareholder Ministry of the Economy and Finance was voted by the majority of the share capital represented at the meeting and, therefore, seven-tenths of the directors to be elected, rounded down, were taken from such slate; the remaining directors were then drawn from the slate submitted by a group of asset

Enel – report on corporate governance and ownership structure for the year 2025

management companies and other institutional investors, voted by a minority of the share capital represented at the meeting (as set out in more detail in the second section of this document, under “Board of Directors” – “Current composition and term”).

**** In this column, a “✓” indicates the possession, during the 2025 financial year, of the requirements of independence provided by Recommendation 7 of the Corporate Governance Code, according to which the circumstances that compromise, or appear to compromise, the independence of a director are at least the following:

- a) if directly or indirectly, through subsidiaries, trustees or third parties, the directors controls the issuer or is able to exercise significant influence over it or who participates, directly or indirectly, in a shareholders’ agreement through which one or more persons exercise control or significant influence over the issuer;
- b) if the director is, or was in the previous three financial years, an executive director or an employee:
 - of the issuer, of one of its subsidiary having strategic relevance or of a company under joint control with the issuer,
 - of a company or entity which, directly or indirectly, through subsidiaries, trustees or third parties, controls the issuer or is able to exercise significant influence over it, or participates, directly or indirectly, in a shareholders’ agreement through which one or more persons exercise control or significant influence over the issuer;
- c) if the director has, or had in the previous three financial years, directly or indirectly (through subsidiaries or companies of which he/she is a executive director, or in the capacity as partner of a professional firm or of a consulting company) a significant commercial, financial or professional relationship:
 - with the issuer, one of its subsidiaries, or any of its executive directors or top management;
 - with a subject who, also jointly with others through a shareholders’ agreement, controls the issuer, or – in case the controlling subject is a company or an entity – with the relevant executive directors or top management;

In this regard, in March 2023 the Company’s board of directors updated the quantitative parameters for assessing the significance of any commercial, financial or professional relationships mentioned above as follows:

- with regard to relationships up to the time of appointment as director, the following parameters of significance apply:
 - commercial or financial relationships: (i) 5% of the annual turnover of the company or entity of which the director has control or is an executive director, or of the professional or consulting firm of which he is a partner, and/or (ii) 5% of the annual costs incurred by the Enel Group that can be attributed to the same kind of contractual relationships;
 - professional services: (i) 5% of the annual turnover of the company or entity of which the director has the control or is an executive director or of the professional or consulting firm of which he is a partner, and/or (ii) 2.5% of the annual costs incurred by the Enel Group that can be attributed to similar assignments.
- once the directorship relationship is established – and throughout the mandate – a parameter of significance identified in absolute monetary terms of Euro 50,000 on an annual basis in principle applies.

In principle, unless there are specific circumstances that should be concretely examined, exceeding these limits precludes that the non-executive director to whom the same parameters apply possesses the requisite of independence provided for by the Corporate Governance Code.

Please note that, the board of directors of the Company, in July 2025, has determined that the above-mentioned significance parameter, equal to Euro 50,000 on an annual basis, applicable to any commercial, financial or professional relationship undertaken during the mandate may be exceeded without prejudice to the independence of the non-executive Director concerned, provided that:

- a) in the case of indirect relationships – *i.e.*, those maintained by Enel Group companies with entities linked to the same director, such as companies controlled by him/her or of which he/she is an executive director, or professional or consulting firms of which he/she is a partner – the following circumstances occur simultaneously:
 - (i) the relationship of a commercial, financial or professional nature is characterized by a countervalue not exceeding 5% of the annual turnover of the company or entity of which the director has control or of which the director is an executive director, or of the professional or consulting firm in which the director is partner;
 - (ii) the relationship, if of a commercial or financial nature, is characterized by a countervalue not exceeding 5% of the annual costs incurred by the Enel Group that can be attributed to the same kind of contractual relationships. If the relationship is of a professional nature, the relevant countervalue shall not exceed 2.5% of the annual costs incurred by the Enel Group that can be attributed to similar assignments;
 - (iii) the relationship of a commercial, financial or professional nature concretely satisfies the interest of the Enel Group company that is the counterparty to the transaction;
 - (iv) the relationship of a commercial, financial or professional nature meets the criteria of an ordinary transaction for the Enel Group company involved ⁽²⁹⁾;
 - (v) the relationship of a commercial, financial or professional nature is characterized by the application of market-equivalent or standard terms ⁽³⁰⁾;
- b) in the case of direct relationships between the Enel Group companies and the Director involved, the relationship allows Enel Group to obtain goods, services or performances that would otherwise be unavailable or difficult to obtain and the same circumstances indicated in letter a) under points i), ii), iii), iv) and v) – to the extent applicable to the specific case - concurrently occur.

⁽²⁹⁾ A transaction is considered ordinary if it falls within the ordinary course of business and related financial activities.

⁽³⁰⁾ These are considered to be conditions that are similar to those usually applied to unrelated parties for transactions of a similar nature, size, and risk, or based on regulated tariffs or imposed prices, or applied to parties with whom Enel (or companies directly and/or indirectly controlled by it) is required by law to contract at a specific price.

Enel – report on corporate governance and ownership structure for the year 2025

- d) if the director receives, or has received in the three previous financial years, from the issuer or from a subsidiary or controlling company, significant additional compensation with respect to the fixed remuneration for the office ⁽³¹⁾ and to that provided for the participation in the committees recommended by the Corporate Governance Code or provided for by the regulations in force. In this regard, the Company's board of directors, in February 2021, set at 30% the maximum threshold of the ratio between (i) the additional remuneration that a non-executive director may receive or have received in the previous three financial years from the Company, the controlling subject or other companies of the Enel Group and (ii) the fixed remuneration for the office held in the Company, including the compensation for the participation in board committees (if any);
- e) if the director was a director of the issuer for more than nine financial years, even non-consecutive, in the last twelve financial years;
- f) if the director is vested with the executive director office in another company in which an executive director of the issuer holds the office of director;
- g) if the director is shareholder or quota-holder or director of a company or an entity belonging to the same network of the company appointed for the auditing of the issuer;
- h) if the director is a close relative ⁽³²⁾ of a person who is in any of the circumstances listed in the above paragraphs.

Please note that in February 2026, the board of directors of the Company recognized that director Olga Cuccurullo meets the independence requirements set forth in the Corporate Governance Code (for further information, please refer to the paragraph “Board of Directors - Independent directors” in the second section of this document).

***** In this column, a “✓” indicates the possession, during the 2025 financial year, of the requisites of independence provided for the statutory auditors of listed companies by Article 148, paragraph 3, of the Consolidated Financial Act, applicable to the directors pursuant to Article 147-ter, paragraph 4, of the Consolidated Financial Act. Pursuant to the provisions of Article 148, paragraph 3, of the Consolidated Financial Act, the following do not qualify as independent:

- a) persons who are in the situations provided for by Article 2382 of the Civil Code (that is, in the state of incapacitation, disqualification, or bankruptcy or who have been sentenced to a punishment that entails debarment, even temporary, from public offices or incapacitation from performing executive functions);
- b) the spouse, relatives, and in-laws within the fourth degree of the directors of the company, as well as the directors, spouse, relatives, and in-laws within the fourth degree of the directors of its subsidiaries, of the companies of which it is a subsidiary, and of those under joint control;
- c) persons who are connected with the company, its subsidiaries, the companies of which it is a subsidiary, or those under joint control, or with the directors of the company or the parties referred to under the preceding letter b) by relations as an employee or a self-employed person or other economic or professional relations that could compromise their independence.

In this regard, please note that on the basis of the authentic interpretation provision contained in Article 13, paragraph 1-bis of Law Decree No. 95 of June 30, 2025, converted with amendments by Law No. 118 of August 8, 2025 (as integrated by Article 1, paragraph 268 of Law No. 199 of December 30, 2025), the term “company” used in Article 148, paragraph 3, of the Consolidated Financial Act must be understood to refer exclusively to “*entities, other than the State and public administrations, which hold shareholdings as part of their business activities or for economic or financial purposes. Employees of the Ministry of the Economy and Finance may, in any case, be appointed to the administrative and control bodies of companies in which the State has a stake, even indirectly, and the related remuneration is paid directly to the Ministry, which acts in accordance with the provisions in force*”.

Lastly, please note that in February 2026, the board of directors of the Company recognized that director Olga Cuccurullo meets the independence requirements set forth in the Consolidated Financial Act (for further information, please refer to the paragraph “Board of Directors - Independent directors” in the second section of this document).

***** This column indicates the number of offices held by each director as director and/or statutory auditor (or equivalent) in other companies of significant size, identified on the basis of the relevant policy adopted by the board of directors. In such regard, it should be noted that the directors of Enel hold the following offices that are considered relevant for such purpose:

- 1) Flavio Cattaneo: independent director of Assicurazioni Generali S.p.A.;
- 2) Alessandra Stabilini: independent director of Banca Aidexa S.p.A.
- 3) Alessandro Zehentner: non-executive chairman of the board of directors of Snam S.p.A.

(*) This column indicates the directors' attendance at meetings of the board of directors (specifically, the number of meetings attended by the each director out of the total number of meetings that he/she could have attended). Cases of absence were duly justified.

⁽³¹⁾ In the first edition of the Q&A functional to the application of the Corporate Governance Code, it is clarified that by fixed remuneration for the office, it is meant: - the remuneration determined by the shareholders' meeting for all the directors [...]; - any remuneration attributed by reason of the particular office held by the individual non-executive director within the board of directors (chairman, deputy-chairman, IID), defined [...], taking into account the remuneration practices widespread in the reference sectors and for companies of similar size, also considering comparable foreign experiences.

⁽³²⁾ In the first edition of the Q&A functional to the application of the Corporate Governance Code, it is clarified that the Code does not define the perimeter of the persons who are considered close relatives for the purposes of assessing the independence of the individual director. For the purposes of assessing independence, their identification is therefore left to the appreciation of the board of directors. On the basis of a mere illustrative and non-exhaustive list, close relatives are commonly understood to be parents, children, spouses who are not legally separated and cohabiting partners.

Enel – report on corporate governance and ownership structure for the year 2025

TABLE 2: Structure of Enel’s Board Committees

Board of Directors		Related Parties Committee		Control and Risk Committee		Nomination and Compensation Committee		Corporate Governance and Sustainability Committee	
Office	Members	(*)	(**)	(*)	(**)	(*)	(**)	(*)	(**)
Independent Chairman *	Paolo Scaroni							6/6	C
CEO/GM	Flavio Cattaneo								
Independent Director *	Johanna Arbib					12/12	M	6/6	M
Independent Director *	Mario Corsi	6/6	M	13/13	M				
Non-executive Director	Olga Cuccurullo			12/13	M	12/12	M		
Independent Director *	Dario Frigerio			13/13	C	12/12	M		
Independent Director *	Fiammetta Salmoni	6/6	C			12/12	M		
Independent Director *	Alessandra Stabilini					11/12	C	5/6	M
Independent Director *	Alessandro Zehentner	6/6	M	13/13	M				
No. of meetings held during 2025 financial year:		Related Parties Committee: 6		Control and Risk Committee: 13		Nomination and Compensation Committee: 12		Corporate Governance and Sustainability Committee: 6	

NOTES:

* Meeting, during the financial year 2025, both the independence requirements set forth in Recommendation 7 of the Corporate Governance Code and the independence requirements provided for statutory auditors of listed companies by Article 148, paragraph 3, of the Consolidated Financial Act, referred to for directors by Article 147-ter, paragraph 4, of the same Consolidated Financial Act. Please note that, in February 2026, the board of directors of the Company recognized that director Olga Cuccurullo meets the independence requirements set forth in both the Consolidated Financial Act and the Corporate Governance Code (for further information, please refer to the paragraph “Board of Directors - Independent directors” in the second section of this document).

(*) This column indicates the directors’ attendance at meetings of the committees (specifically, the number of meetings attended by the each director out of the total number of meetings that he/she could have attended). Cases of absence were duly justified.

(**) This column indicates the role of the director within the committee: “C”: chairman; “M”: member.

Enel – report on corporate governance and ownership structure for the year 2025

TABLE 3: Structure of Enel’s Board of Statutory Auditors

Office	Members	Year of birth	Date of first election *	In office since	In office until	Slate (*)	Independence under the Corporate Governance Code (**)	Attendance at meetings of the board of statutory auditors (***)	Number of other offices (****)
Chairman	Pierluigi Pace	1962	2025	5/2025	12/2025	m	✓	9/9	-
Regular statutory auditor	Monica Scipione	1971	2025	5/2025	12/2025	M	✓	9/9	-
Regular statutory auditor	Mauro Zanin	1966	2025	5/2025	12/2025	M	✓	9/9	-
Alternate statutory auditor	Claudia Mezzabotta	1970	2025	5/2025	12/2025	M	-	-	-
Alternate statutory auditor	Paolo Russo	1973	2025	5/2025	12/2025	M	-	-	-
Alternate statutory auditor	Barbara Zanardi	1977	2025	5/2025	12/2025	m	-	-	-
STATUTORY AUDITORS CEASED IN THE FINANCIAL YEAR OF REFERENCE									
Chairman	Barbara Tadolini	1960	2019	1/2025	5/2025	m	✓	10/10	-
Regular statutory auditor	Luigi Borré	1965	2022	1/2025	5/2025	(*)	✓	10/10	-
Regular statutory auditor	Maura Campra	1961	2022	1/2025	5/2025	M	✓	9/10	-
Alternate statutory auditor	Carolyn A. Dittmeier	1956	2022	1/2025	5/2025	M	-	-	-
Alternate statutory auditor	Tiziano Onesti	1960	2022	1/2025	5/2025	M	-	-	-
Alternate statutory auditor	Piera Vitali	1949	2019	1/2025	5/2025	m	-	-	-
No. of meetings held during 2025 financial year: 19									
Quorum required for the submission of slates for the election of the board of statutory auditors (pursuant to Article 148 of the Consolidated Financial Act): 0.5% of the share capital									

NOTES

* “Date of first election” of each statutory auditor means the date on which the statutory auditor was elected for the very first time to the board of statutory auditors.

(*) This column shows M/m depending on whether the statutory auditor has been drawn from the slate voted by the majority (M) or by the minority (m) of the share capital represented at the Meeting. It should be noted that, on the occasion of the renewal of the board of statutory auditors by the ordinary shareholders’ meeting held on May 19, 2022, Luigi Borré was appointed with the majorities required by law following the slate vote, based on the candidacy submitted by the shareholder Ministry of the Economy and Finance.

(**) In this column, a “✓” indicates the possession of the requirements of independence provided by Recommendation 7 of the Corporate Governance Code, as reported in the note to Table 1 above. It should be noted that, for the purposes of verifying whether the members of the board of statutory auditors of Enel meet these requirements, the significance of any commercial, financial or professional

Enel – report on corporate governance and ownership structure for the year 2025

relationships they may have, as well as of any additional remuneration they may have received, is assessed in light of the same quantitative parameters adopted by the board of directors for the purposes of assessing the independence of its non-executive members (also shown in the note to Table 1 above).

(***) This column indicates the statutory auditors' attendance at meetings of the board of statutory auditors (specifically, the number of meetings attended by each regular statutory auditor out of the total number of meetings that he/she could have attended). Cases of absence were duly justified.

(****) This column shows the number of offices that each statutory auditor has declared to CONSOB to hold as director and/or statutory auditors in other Italian issuers pursuant to Article 148-*bis* of the Consolidated Financial Act. The entire list of the offices is published by CONSOB and is available on its internet website, pursuant to Article 144-*quinquiesdecies* of CONSOB Issuers' Regulation.

Disclaimer: English translation is for the convenience of the reader only. For any conflict or inconsistency between the terms used in the Italian version of the Report on corporate governance and ownership structure of Enel S.p.A. for the year 2025 and the English version, the Italian version will prevail as the only official document.