



**CORPORATE GOVERNANCE
AND OWNERSHIP STRUCTURE REPORT**

FY 2025

In accordance with Article 123-*bis* of the CFA
Traditional Administration and Control Model

Approved by the Board of Directors on March 16, 2026

Issuer: **Aeroporto Guglielmo Marconi di Bologna S.p.A.**

Website: www.bologna-airport.it

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GLOSSARY

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

Civ. cod/ c.c.: the Italian civil code.

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

Board: the Issuer's Board of Directors.

Issuer: the issuer to which the Report refers.

Year: the financial year to which the Report refers.

ESRS: the principles for Sustainability Statement defined in Commission Delegated Regulation (EU) 2023/2772 of July 31, 2023.

Group: the Company and its subsidiaries Fast Freight Marconi S.p.A. and TAG Bologna S.r.l.

Consob Issuers' Regulation: the Regulation issued by Consob Resolution No. 11971 of 1999 (as subsequently amended).

Consob Market Regulation: the Regulation issued by Consob Resolution No. 20249 of 2017 regarding markets.

Consob Related Parties Regulation: the Regulation issued by Consob with resolution No. 17221 of March 12, 2010 (as subsequently amended) regarding related party transactions.

Report: the Corporate Governance and Ownership Structure Report which the Company must prepare and publish as per Article 123-*bis* of the CFA.

Remuneration Report: the Remuneration Policy and Report that companies are required to prepare and publish pursuant to Article 123-*ter* of CFA and Article 84-*quater* of the Consob Issuers' Regulation.

Consolidated Finance Act/CFA: Legislative Decree No. 58 of February 24, 1998.

Unless otherwise specified, the definitions in the CG Code relating to: **Directors, Executive Directors, Independent Directors, significant shareholder, Chief Executive Officer (CEO), Board of Directors, control board, business plan, concentrated ownership company, large company, sustainable success and top management** shall be deemed to apply.

In addition, unless otherwise stated, the sections that refer to the content of the relevant **ESRSs** should also be understood to refer by reference to the definitions in the **ESRSs** themselves, particularly those related to: **lobbying, value chain, affected communities, corruption and bribery, business conduct, consumers, sustainability statement, employee, discrimination, suppliers, own workforce, impacts, sustainability-related impacts, workers in the value chain, non-employee workers, independent members of the Board of Directors, metrics, business model, harassment, target, opportunities, sustainability-related opportunities, administrative, management and supervisory bodies, policy, indigenous peoples, stakeholders, sustainability matters, materiality, risks, sustainability-related risks, end-users.**

1.0 ISSUER PROFILE

Aeroporto di Bologna is the full manager under the forty-year concession governed by Convention No. 98 of July 12, 2004 and subsequent additional instruments between ENAC and the Company, all approved with effect from December 28, 2004 through inter-ministerial decree of the Ministry for Infrastructure and Transport and the Ministry for the Economy and Finance of March 15, 2006. In consideration of the drop in traffic at Italian airports as a result of the COVID-19 emergency and the containment measures adopted by the State and the regions in order to contain the consequent economic impacts, the duration of the concessions for the management and development of airport activities in progress at the date of entry into force of Law No. 77 of July 17, 2020, which converted Article 102, paragraph 1-*bis* of Decree-Law No. 34 of May 19 (“Relaunch Decree”).

Aeroporto Guglielmo Marconi di Bologna is, as of 31.12.2025, the seventh largest Italian airport in terms of passenger traffic and the fourth in terms of cargo traffic, and is considered under Article 1, paragraph 2 of Presidential Decree No. 201 of September 17, 2015 (“National Airport Plan”) as a strategic airport for the Central-North region, together with the Florence-Pisa airport system.

The airport, with airport infrastructure serving short, medium and long-haul flights on a 24/7 basis and an upgraded passenger terminal and cutting-edge security and environmental protection technology, provides passengers with a welcoming and stimulating environment, improving their travel experience and opening up an extensive connection network, while creating value for the country’s economy and facilitating the international expansion of businesses within the user basin and, at the same time, providing access to the region from most countries in Europe and across the world to the collective benefit of all.

Group operations break down into two main areas: (i) the management, development and maintenance of airport infrastructure for aviation operations and the provision of services to passengers and users and airport operators (aviation operations); and (ii) the management and development of Group commercial areas and activities at the airport (commercial areas, offices, operating bases, parking, ticketing, advertising spaces) and the provision of commercial services to passengers and airport users (non-aviation operations).

Regarding aviation activity, 2025 was another record year for Bologna Airport, with 11,138,013 passengers (a 3.4% increase on 2024) and 122 destinations directly accessible from Bologna. Traffic trends reinforced the presence of international traffic at the airport, with the growth in the segment (+3.7%) exceeding that of domestic traffic (+2.4%). The traffic mix remains similarly solid, with the top routes representing both hubs connected through traditional airlines (legacy carriers) and point-to-point destinations connected through low-cost carriers.

In 2025, Ryanair is confirmed as the largest airline at the airport with 54.1% of total traffic. Wizz Air is in second place with 10.1%. Next come Air Dolomiti, Air France, Turkish Airlines, British Airways, KLM, ITA Airways, Air Nostrum and Emirates, with shares between 2% and 3%.

In terms of non-aviation operations, the Group manages a commercial area of approximately 4,800 square metres and 36 duty free, food & beverage and retail sales points, featuring internationally recognised and regional brands and some of the leading retail and local,

national and international catering options. Around 4,550 parking spaces are also available at the airport, with the Group managing - both directly and through a concession holder - the sale of inside and outside advertising space. In 2025, the Group's non-aviation activities also included the operation of the "Marconi Business Lounge" VIP lounge until the end of May 2025 (on May 25, 2025, to better respond to the demands of its passengers and in order to improve the quality of service provided, the premises were handed over to the new operator, which began renovation work on the space, with the new "Prima Vista Lounge" opening on September 15, 2025), the provision of premium services to top flyer and business passengers, and the sub-concession of offices, warehouses, technical service rooms and hangars with a total area of about 100,000 square metres to aviation operators.

Corporate governance system

The motions of the Shareholders' Meeting, legally constituted and representing the will of shareholders, taken in compliance with law and the By-Laws, bind all Shareholders, even those absent or dissenting. Both the Ordinary and Extraordinary Shareholders' Meetings are validly constituted and decide by the legally-established majorities and other requirements.

The Company has adopted a traditional administration and control model, comprising the Board of Directors, the Board of Statutory Auditors and an auditor or an independent audit firm.

The Board of Directors is invested with all powers of ordinary and extraordinary administration and therefore plays a central governance system role.

The Board of Directors steers the Company towards sustainable success, understood as the creation of long-term value for shareholders, while taking into account the interests of other stakeholders relevant to the Company. With reference to the five-year business plans and with the informed advisory contribution of the Control and Risks and Sustainability Committee, the Board defines the nature and level of risk compatible with the Company's strategic objectives, based on an estimation of risk probability and impact prepared and summarised by the relevant corporate functions and the Chief Executive Officer responsible for the Internal Control and Risk Management System. These evaluations include all elements deemed material from the perspective of the Company's sustainable success.

The Board of Directors has established two internal Board committees: the Control and Risks and Sustainability Committee and the Remuneration Committee.

At the end of the 2022-2024 term, and therefore until the early months of 2025, the Board of Directors also set up two internal Board committees — the Investment Committee and the Quality and Customer Experience Committee — to specifically examine and evaluate certain contingent matters relating to the investment plan and service levels at the airport. The work of these additional committees was then suspended with the appointment of the new Board of Directors, which took over their activities within the Control and Risks and Sustainability Committee as before.

The Board of Statutory Auditors is responsible for overseeing the activities of the Directors and ensuring that the Company's management and administration comply with the law and By-Laws.

Accounting control is assigned to an independent audit firm elected by the Shareholders' Meeting.

The following report explores the main aspects of the functioning, composition and duties of the aforementioned corporate bodies.

In the current year, the Sustainability Statement has been prepared on a mandatory basis for the second time, in accordance with Legislative Decree No. 125 of September 6, 2024. The Statement is also available on the Issuer's website, www.bologna-airport.it, under the Investor Relations section.

The Board of Directors interprets its leadership role in guiding the Issuer towards sustainable success by integrating this objective into the Group's strategies (as outlined in section 4 of this Statement), remuneration policies (by setting sustainability-related targets for performance-based variable remuneration, as outlined in the "Remuneration Report" available on the Issuer's website, www.bologna-airport.it, *Investor Relations* section), and the Internal Control and Risk Management System (as described in sections 4.1 and 9.0 of this Statement).

Short- and medium-term sustainability plan targets are assigned to the Senior Executive. This activity is carried out by the Board with the qualified advisory and proactive contribution of the Remuneration Committee, which also monitors progress and achievement.

The Issuer has also established a management-level committee called the Sustainability Team, tasked with:

- managing the Sustainability Plan by implementing sustainability policies and strategies that consider evolving scenarios, identify opportunities and create value for the stakeholders relevant to the company;
- contributing to the periodic update of the materiality analysis (referred to from this reporting cycle onward as the "Double Materiality Assessment");
- contributing to the preparation of the Sustainability Statement pursuant to Legislative Decree No. 125/2024;
- monitoring the application of the sustainability strategy approved by the Management Board through specific KPIs, and recommending necessary actions as part of a comprehensive sustainability plan to assess the value generated for stakeholders;
- promoting agreements and partnerships with bodies, research centres, universities and companies with a view to regional sustainability;
- monitoring regulatory changes and national and international best practices in the field of CSR, so that they can be translated into policies, projects and practices concerning sustainable environmental, social, economic and governance developments, updating the Senior Executive on these matters.

Information on the acquisition and retention of the SME status

The Issuer is defined as an SME pursuant to Article 1, paragraph 1, letter *w-quater.1)* of the CFA and Article *2-ter* of the Consob Issuers' Regulation. On December 21, 2018, the Company provided information on the SME status to Consob, indicating the capitalisation and revenue figures. There have been no subsequent changes to the SME status.

The average capitalisation of the Issuer as of December 31, 2024 and December 31, 2025, respectively, is shown in the following table:

	Average capitalisation*
2024	284,201,892
2025	306,339,882

* average capitalisation in the year based on closing prices

The Issuer is included in the list of SMEs prepared by Consob pursuant to Article *2-ter* of the Consob Issuers' Regulation.

The Company is not a "large company" or a "concentrated ownership company" as defined in the Corporate Governance Code.

2.0 INFORMATION ON THE OWNERSHIP STRUCTURE (as per Article 123-bis, paragraph 1, CFA) at 31/12/2024

a) Structure of the share capital (as per Article 123-bis, paragraph 1, letter a), CFA)

At the Reporting date, the share capital amounted to Euro 90,314,162 and was fully paid-in, representing 36,125,665 ordinary shares without nominal value.

SHARE CAPITAL STRUCTURE				
	No. of shares	% of share capital	Listed non-listed	Rights and obligations
Ordinary shares	36,125,665	100%	Listed	The shares are to bearer, with one vote at the ordinary and extraordinary Shareholders' Meetings of the Company attached according to law and the By-Laws, in addition to further statutory administrative and equity rights for shares with voting rights.

The Issuer has not issued other share categories at the Reporting date, nor convertible financial instruments exchangeable for shares. The Company has not undertaken share capital increases in service of share-based incentive plans.

b) Restriction on the transfer of shares (as per Article 123-bis, paragraph 1, letter b), CFA)

The By-Laws in force at the Reporting date do not stipulate restrictions on the transfer of the shares or of other property rights upon them.

c) Significant holdings (as per Article 123-bis, paragraph 1, letter c), CFA)

At December 31, 2025, shareholders possessing more than 5% of the subscribed share capital, represented by shares with voting rights, according to the Shareholders' Register and other available information, are presented in the following table:

SIGNIFICANT SHAREHOLDINGS				
Shareholder	Direct shareholder	Number of shares	% of ordinary share capital	Holding % of voting share capital
Bologna Chamber of Commerce	Bologna Chamber of Commerce	15,916,808	44.06%	44.06%
Edizione S.r.l.	Mundys S.p.A.	10,613,628	29.38%	29.38%
Modena Chamber of Commerce	Modena Chamber of Commerce	2,094,549	5.80%	5.80%

At the date of this Report, shareholders possessing more than 5% of the subscribed share capital, represented by shares with voting rights, according to the Shareholders' Register and other available information, are presented in the following table:

SIGNIFICANT SHAREHOLDINGS				
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Modena Chamber of Commerce	Modena Chamber of Commerce	2,094,549	5.80%	5.80%

d) Securities which confer special rights (as per Article 123-bis, paragraph 1, letter d), CFA)

The Issuer has not issued shares which confer special controlling rights. The By-Laws do not provide for shares with the right to more than one vote.

e) Employee shareholdings: voting mechanism (as per Article 123-bis, paragraph 1, letter e), CFA)

The Issuer has not adopted any employee share ownership scheme.

f) Voting restrictions (as per Article 123-bis, paragraph 1, letter f), CFA)

There are no restrictions on ordinary share voting rights. The Issuer has exclusively issued ordinary shares.

g) Shareholder agreements (as per Article 123-bis, paragraph 1, letter g), CFA)

No shareholder agreements or pacts are in place.

h) Change of control clause (as per Article 123-bis, paragraph 1, letter h), CFA) and statutory provisions concerning Public Purchase Offers (as per Article 104, paragraph 1-ter and 104-bis, paragraph 1, CFA)

The Issuer and its subsidiaries have not signed significant agreements that are effective, or could be modified or void in the case of a change in control of the contracting company.

The company By-Laws in force at the Reporting date do not provide for exceptions to the applicability of Article 104, paragraphs 1 and 1-bis of the CFA, nor the application of the neutralisation rules under Article 104-bis, paragraphs 2 and 3 of the CFA.

i) Power to increase the share capital and authorisation to purchase treasury shares (as per Article 123-bis, paragraph 1, letter m), CFA)

The Board of Directors has not been granted powers to increase the share capital in accordance with Article 2443 of the Civil Code, nor to issue equity financial instruments.

The Shareholders' Meeting of the Company has not authorised the acquisition of treasury shares in accordance with Articles 2357 and subsequent of the Civil Code.

j) Management and co-ordination (as per Article 2497 and subsequent of the Civil Code)

The Issuer is not subject to management and co-ordination pursuant to Article 2497 and subsequent of the Civil Code.

In accordance with Article 2497-bis of the Civil Code, the direct Italian subsidiaries of the Issuer (TAG Bologna S.r.l. and Fast Freight Marconi S.p.A.) have identified the latter as the party exercising management and co-ordination over their activities.

3.0 COMPLIANCE (as per Article 123-bis, paragraph 2, letter a), first part, CFA)

The Company has aligned its corporate governance system with the Consolidated Finance Act and the Corporate Governance Code, available to the public on the website of the

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

Specifically, the Issuer plans to apply the principles and recommendations of the Corporate Governance Code.

At the Board of Directors meeting on May 15, 2015, the outcome of which holds true today (most recently confirmed at the Board of Directors' meeting on May 15, 2025, the first meeting held following the appointment of the new Board at the time), it was not considered necessary to appoint the Appointments Committee, in view of the slate voting mechanism established by the By-Laws which leaves the proposal of candidates for the Board of Directors to shareholders.

As the Company is not a "concentrated ownership company", on March 14, 2022 and March 14, 2025, the Board of Directors approved guidelines on its quantitative and qualitative composition (for the first time, on the occasion of the renewal of the Board scheduled for the Shareholders' Meeting convened on April 29, 2025) pursuant to Recommendation 23 of the Corporate Governance Code ("**Guidelines and Recommendations of the Board of Directors on the Quantitative and Qualitative Composition of the Board Of Directors**"). For the contents of the Guidelines (most recent version), see the Investor Relations section of the website www.bologna-airport.it.

Where appropriate, additional differences from the Code's Recommendations are indicated below.

As regards to the adoption of the Corporate Governance Code, the Company's By-Laws:

- (i) incorporate the provisions of Legislative Decree No. 27/2010 implementing Directive 2007/36/EC, of Legislative Decree No. 91/2012, which supplemented and amended Legislative Decree No. 27/2010 and Legislative Decree No. 25/2016 implemented by Directive 2013/50/EU, laying down the rules for the exercise of certain rights of shareholders of listed companies;
- (ii) establish the "slate voting" mechanism for the appointment of the Board of Directors, in line with Article 147-ter of the Consolidated Act;
- (iii) establish the "slate voting" mechanism for the appointment of the Board of Statutory Auditors, in accordance with Article 148 of the Consolidated Act, subject to Article 4 of Law No. 420 of May 8, 1971 and Article 11 of Ministerial Decree No. 521 of November 12, 1997, as outlined in the following paragraph;
- (iv) provide for the appointment of an Executive Officer for Financial Reporting and the execution of the duties established by the stated Article 154-bis of the Consolidated Act;
- (v) establish that the membership of the Board of Directors and of the Board of Statutory Auditors to be elected is based on a parameter ensuring gender balance, in accordance with Articles 147-ter and 148 of the CFA and in compliance with the applicable regulations.

Regarding the slate voting mechanism for the election of Statutory Auditors, Article 24 of the Issuer's By-Laws establishes that the Ministry of Infrastructure and Transport ("**MIT**")

and the Ministry for the Economy and Finance (“**MEF**”) each have the right to appoint a statutory auditor, and that the statutory auditor appointed by the MEF assumes the role of Chairperson of the Board of Statutory Auditors. This clause reflects Article 4 of Law No. 420 of May 8, 1971 and Article 11 of Ministerial Decree No. 521 of November 12, 1997 which covers the oversight of airport management companies. Article 148, paragraph 2-*bis* of the CFA establishes, however, that for Italian companies with shares traded on regulated markets, the Chairperson of the Board of Statutory Auditors should be chosen from among the Statutory Auditors elected by the minority. The Company considers, also in consideration of the interpretation and practices followed by other full airport managers with shares listed on the Euronext Milan of Borsa Italiana S.p.A. (“**EXM**”), the prevalence of the rules indicated in the above-stated special provisions over Article 148, paragraph 2-*bis*, of the CFA, on the basis of (i) the public nature of the interests covered by the above-stated rules, which provides for the appointment of two Statutory Auditors by the State and the consequent assumption of the role of the Chairperson of the Board of Statutory Auditors by the Statutory Auditor appointed by the MEF and (ii) in consideration that, as the Chairperson of the Board of Statutory Auditors is a ministerial appointment, such, by its very nature, may not reflect the will of the majority shareholders, with the consequence that the provisions set out in the Ministerial Decree, *mutatis mutandis*, would in any case be consistent with the purposes of the aforementioned Article 148, paragraph 2-*bis*, of the CFA to guarantee, through the By-Laws, that the Chairperson of the control body is not a reflection of the majority.

Article 24 of the By-Laws governing the Board of Statutory Auditors is being revised. For more information on the new text and the reasons for the proposed changes, reference should be made to the report on the Agenda Items for the Shareholders' Meeting called to approve the 2025 Financial Statements.

In addition, the Board of Directors on May 15, 2015 appointed the Administration and Finance Director Patrizia Muffato as Executive Officer for Corporate Reporting as per Article 154-*bis* of the CFA, as subsequently outlined in Section 9.6, and the Shareholders' Meeting of May 20, 2015 in addition approved the Shareholders' Meeting Regulation. On March 3, 2025, the Board of Directors also resolved to appoint Ms. Patrizia Muffato, previously Executive of Administration, Finance, Control and IR of the Issuer and parent company AdB S.p.A. - effective as of today - to the combined role of Executive responsible for preparing the Company's financial reports and Sustainability Statement.

The key corporate governance documents of the Issuer are:

- Company By-Laws;
- The Internal Dealing Policy, latterly updated by the Board of Directors on November 14, 2024 in view of regulatory developments in 2024;
- The Organisational Model, including the Conduct Code as per Legislative Decree No. 231 of June 8, 2001, integrated with an Anti-Corruption Policy which, based on the general methodology of the National Anti-Corruption Plan as per Law 190/2012, contains organisation and management measures to prevent corruption and mismanagement damaging to the company, and with an Anti-Money Laundering Policy in compliance with the specific national legislation (Legislative Decree No. 231/2007); both the 231 Model, including the Code of Conduct, and the two Policies were updated and approved by the Board of Directors at the meeting held on July 8, 2024;

- Whistleblowing Policy, in line with the provisions of Legislative Decree No. 24/2023, provides for an internal reporting system, managed mainly through an IT platform, that guarantees confidentiality and adequate protection of whistleblowers reporting actions or omissions, committed or attempted, that harm the integrity of the Company, falling within the scope of the regulations and the Policy. This Policy was also updated and approved by the Board of Directors at the meeting held on July 8, 2024;
- Related Party Transactions Policy, according to the Regulation adopted by Consob with the Resolution No. 17221 of March 12, 2010 and subsequent amendments, as most recently amended on June 28, 2021;
- Inside Information Management Policy approved on June 3, 2019, and related operating policies as most recently approved by the Board of Directors on December 20, 2023, in order to update them with industry practices;
- The Regulation for shareholders' access to the "Shareholders' Register" and to the "Register of Meetings and Motions of the Shareholders' Meetings" approved by the Board of Directors on November 14, 2018;
- The Regulation on the functioning of the Board of Directors of the Aeroporto Guglielmo Marconi di Bologna modified and approved on January 25, 2021;
- Shareholder and Stakeholder Communication Policy, approved by the Board of Directors on December 20, 2022.
- Qualitative and quantitative criteria for the analysis of the relationships between the Directors and Aeroporto di Bologna when assessing the independence requirements, as approved by the Board of Directors on November 14, 2024;
- Board of Directors Guidelines and Recommendations on Quantitative and Qualitative Composition resolved by the Board of Directors on March 14, 2024 and updated on March 14, 2025 following changes to EU and national regulations and evidence of new risk types;
- Guidelines to the Shareholders Regarding the Renewal of the Board of Statutory Auditors approved by the outgoing Board of Statutory Auditors on February 24, 2025 pursuant to the provisions of the Code of Conduct for the Board of Statutory Auditors of Listed Companies issued by the CNDCEC on December 27, 2024.

The Issuer and its strategic subsidiaries are not subject to laws in force outside Italy which affect the corporate governance structures of the Issuer.

4.0 BOARD OF DIRECTORS

4.1 ROLE OF THE BOARD OF DIRECTORS

In line with Principle I of the Corporate Governance Code, the Board of Directors steers the Company by pursuing sustainable success.

The following duties are the sole province of the Board of Directors, as set out in the Board of Directors' Operating Rules, updated by the motion of January 25, 2021:

- a) examines and approves the business plan of the Company and the Group it heads, also on the basis of an analysis of the issues that are important for the generation of long-term value, carried out with the possible support of a committee whose composition and functions are determined by the Board of Directors;
- b) periodically monitors the implementation of the business plan and assesses the general operating performance, periodically comparing the results achieved with those planned;
- c) defines the nature and level of risk compatible with the strategic objectives of the Company, including in its assessments every element considered significant with regard to the sustainability success of the Company;

In this regard, we note that the Company's ERM is updated at least once a year with a detailed assessment of the relevant risks and the actions to mitigate and manage them; assessments, proposals and opinions are provided by the senior staff directly involved in managing the various risks, and in-depth discussions, particularly on the major risks but also on the "minor risks", are held at least once a year - but during the recent pandemic crisis, even more frequently - and during meetings of the Control and Risks and Sustainability Committee and, subsequently, during Board meetings;

- d) defines the Company's corporate governance system and the structure of the Group it heads, evaluating the adequacy of the Company's organizational, administration and accounting system and that of its strategically significant subsidiaries, with particular reference to the Internal Control and Risk Management System;
- e) deliberates on transactions by the Company and its subsidiaries that have a significant strategic, business or financial impact or an impact in terms of the Company's capital, establishing the general criteria for identifying significant transactions;
- f) in order to ensure the correct management of corporate information, on the proposal of the Chairperson in conjunction with the Chief Executive Officer, adopts a procedure for the internal management and external communication of documents and information relating to the Company, with particular regard to inside information.

Under the By-Laws, the Board also has sole competence on the following matters, in addition to those provided for by law:

- a) acquisition and divestment of corporate shareholdings of a value greater than Euro 500,000.00 (five hundred thousand);
- b) acquisition and/or sale of property and/or of businesses and/or of business units of a value greater than Euro 500,000.00;
- c) issue of mortgages, liens, sureties and/or other secured or unsecured guarantees for an amount in excess of Euro 500,000.00 (five hundred thousand);
- d) appointment of Directors of subsidiaries and/or investee companies;
- e) participation in tenders and/or public procedures requiring the undertaking of contractual obligations in excess of Euro 5,000,000.00 (five million).

The following also fall within the Board's remit:

- pursuant to Article 19.2 of the By-Laws:
 - a) establishing or closing secondary offices;
 - b) the indication of which Directors may represent the Company;
 - c) the reduction of the share capital in the case of the return of shares by one or more shareholders;
 - d) amending the company By-Laws in compliance with applicable regulations;
- pursuant to Article 19.4 of the By-Laws, the appointment and removal of an Executive Officer for Financial Reporting, having obtained the opinion of the Board of Statutory Auditors;
- pursuant to Article 20.3 of the By-Laws, the appointment of a General Manager, laying down his/her duties and powers.

The main activities carried out by the Board in 2025 in relation to the above areas took place at the meetings to approve the budgets and the business plans, and during the discussion and approval of the assumptions and the results of the impairment test. The discussion took place at Board meetings and was based on significant amounts of information provided in advance in compliance with the timeframes set out the Board's Operating Regulation.

During the Year, the Board:

- did not deem it necessary or appropriate to draw up reasoned proposals to be submitted to the Shareholders' Meeting to establish a more appropriate corporate governance system for the Company's needs, since it considered the way in which Executive, Non-Executive and Independent members of the Board interact to be satisfactory and effective, including in the demanding context of the pandemic and even with primarily remote interaction methods;
- at its meeting held on March 3, 2025, approved the CSRD organisational model in fulfilment of and compliance with Directive 2022/2464/EU and Decree-Law No. 125/2024 as amended;
- at its meeting on December 2, 2025, the Board of Directors discussed the Issuer's 2026-2030 Sustainability and Innovation Plan, with a specific focus on the PICAR/BAR project, reserving the right to further investigate certain specific aspects and to reach approval in early 2026. Sustainability matters were addressed by the managerial Sustainability Committee, more recently named the Sustainability Team, which engages regularly with company Executives and the Senior Executive regarding the progress and implementation of sustainability projects included in the annual and multi-year plans. The Team also develops new technical proposals for regular updates to strategies and plans, which are reviewed and approved by the Control and Risks and Sustainability Committee. The topics are periodically reviewed and discussed by the Control and Risks and Sustainability Committee before being submitted for a final evaluation and decision by the Board of Directors.

In 2025, the following sustainability topics and related impacts were discussed:

- noise monitoring, air traffic annoyance: February 24, 2025

- double materiality assessment (DMA) and the outcome of Stakeholder Engagement: February 24, 2025
- approval of the CSRD organisational model: March 3, 2025
- approval of the 2024 Sustainability Statement included in the draft financial statements: March 14, 2025
- discussion of the Sustainability and Innovation Plan: December 2, 2025
- update to the CSRD organisational model: December 2, 2025
- double materiality assessment (DMA) and the outcome of Stakeholder Engagement: December 15, 2025

Further details may be found in Sections 4.2 and 4.3 (Appointment and Replacement and Composition), 7 (Self-Assessment and Succession), 8 (Directors' Remuneration) and 9 (Internal Control and Risk Management System).

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS 2 - Sec. 19 and 20, the points are general references; specific information is provided in section 22.

ESRS 2 - Sec. 22, see point 4.1 Corporate Governance Model, "Control and Risks and Sustainability Committee" section, section 4.1.1 Sustainability Governance, section 4.2.1 Risk management and internal controls over Sustainability Statement.

ESRS 2 - Appendix A - AR 3 This point is not explicitly reported in the Sustainability Statement because it represents optional application requirements regarding information reported in paragraph 22.

ESRS 2 - Appendix A - AR 4 This point is not explicitly reported in the Sustainability Statement because it represents optional application requirements regarding information reported in paragraph 22.

ESRS 2 - Sec. 24 This point is the general reference; specific information is provided in section 26.

ESRS 2 - Sec. 26, see point 4.1 - Corporate Governance Model, "Corporate Bodies" section, "Board of Directors", "Control and Risks and Sustainability Committee".

4.2 APPOINTMENT AND REPLACEMENT (as per Article 123-bis, paragraph 1, letter 1), CFA)

The provisions regarding the composition and appointment of the Board of Directors are contained in Article 13 of the By-Laws.

The Company is administrated by a Board of Directors comprising nine members, remaining in office for three financial years and may be re-elected.

The Directors are appointed by the Shareholders' Meeting on the basis of slates presented by shareholders in which the candidates are listed by means of progressive numbering not exceeding the number of members to be elected.

Each slate must include at least three candidates considered independent in accordance with law, separately indicating these candidates.

The slates presenting a number of candidates equal to or greater than three should in addition include candidates of each gender, according to that indicated in the Shareholders' Meeting call notice, in order to ensure a Board of Directors composition which complies with the applicable gender equality regulation.

The slates must be filed at the registered office and published in accordance with the applicable regulation. Each shareholder may present or participate in the presentation of only one slate and each candidate may appear on only one slate at the risk of ineligibility. Only shareholders who, individually or together with other shareholders, possess the minimum holding established by Consob (for 2019 equal to 2.5%, as per Consob Executive Resolution No. 13 of January 24, 2019 and confirmed by Consob Executive Resolutions No. 28 of January 30, 2020, No. 44 of January 29, 2021, No. 60 of January 28, 2022, No. 76 of January 30, 2023, No. 92 of January 31, 2024 and No. 123 of January 30, 2025) have the right to present slates. By Consob Determination No. 155 of January 27, 2026, this share was raised to 4.5%. The declarations of the individual candidates, in which they accept their candidacies and certify, in good faith, the inexistence of any cause of ineligibility or incompatibility, as well as the satisfaction of the requirements prescribed by applicable law and the By-Laws for their respective offices, must be lodged together with each slate. The appointed Directors should communicate without delay to the Board of Directors where no longer meeting the above requirements, in addition to the arising of reasons for ineligibility or incompatibility. Those with voting rights may vote on only one slate.

The procedure for electing the Directors shall be as follows:

- a) from the slate obtaining the highest number of votes, based on the progressive numbering of the slate, six Directors;
- b) the remaining Directors will be drawn from the other slates according to the numbering presented; for this purpose, the votes obtained by these slates will be divided successively by one, two, three and so forth according to the numbers of Directors to be elected. The numbers obtained in this way are attributed to the candidates of such slates, in the order in which they rank in the slate. The numbers thus attributed to the candidates of the various slates are arranged in decreasing order in a single ranking. The candidates who obtain the highest numbers will become Directors. In the event that more than one candidate has obtained the same number of votes, the candidate of the slate that has not yet elected a Director or that has elected the fewest Directors will be appointed Director. In the event that no Director has been elected yet from any of these slates or that the same number of Directors has been elected from each slate, the candidate of the slate that has obtained the most votes will be appointed Director. Should two slates receive the same number of votes, a second vote of the entire Shareholders' Meeting shall decide with the candidate being elected by means of a simple majority of the votes;
- c) for the Directors to be elected, account is not taken of the candidates indicated on the slates which have received less than half of the votes required for the presentation of the slate;
- d) where, on the outcome of the voting and the operations outlined above, the applicable gender equality rules are not complied with, the candidates which would have been elected from the various slates are listed according to a single decreasing ranking, drawn up according to the quota system indicated at letter (b) above. The candidate of the over-

represented gender with the lowest ranking is therefore replaced with the first candidate of the under-represented gender who would have been unelected and belonging to the same slate. Where this slate does not contain other candidates, the above replacement is made by the Shareholders' Meeting through statutory majority according to point (f) and in compliance with the principle of the proportional representation of minorities on the Board of Directors. In the case of equal numbers, the candidate from the slate receiving the highest number of votes qualifies as the replacement. If the replacement of the candidate of the over-represented gender with the lower number of votes on the slate does not allow the reaching of the minimum threshold established by the gender balance regulation, the replacement operation indicated above is carried out also in relation to the candidate of the over-represented gender with the penultimate number of votes and thereafter proceeding, where necessary, to the candidate above;

- e) on conclusion of the operations indicated above, the Chairperson makes a declaration of the elected parties;
- f) for the appointment of Directors, which for any reason are not elected in accordance with the above procedure, the Shareholders' Meeting decides by statutory majority in order to ensure the presence of the necessary number of Directors considered independent in accordance with law, in addition to compliance with the gender balance regulation.

Slate voting is applied only in the case of the renewal of the entire Board of Directors.

Should one or more Directors resign during the year, they shall be replaced in accordance with Article 2386 of the Civil Code. If one or more of the Directors leaving their offices vacant were drawn from a slate also containing unelected candidates, they shall be replaced by appointing, in progressive order, persons drawn from the slate to which the Director in question belonged, provided that said persons are still eligible and willing to accept the directorship. In any case, the replacement of departing Directors is made by the Board of Directors, ensuring the presence of the necessary number of Directors considered independent in accordance with law, while guaranteeing compliance with the gender equality regulation.

Pursuant to Article 14 of the By-Laws, the Chairperson of the Board of Directors is the first candidate on the slate that obtained the highest number of votes cast. The Board may elect a Vice-Chairperson, replacing the Chairperson in the event of his/her absence or impediment.

The Directors are elected for a period of not greater than three financial years and until the date of the Shareholders' Meeting for the approval of the financial statements for the last year of their appointment.

In accordance with Decree-Law No. 293 of May 16, 1994, converted into law with modifications by Article 1, paragraph 1, Law No. 444 of July 15, 1994, where the Board of Directors is not renewed at the above-indicated conclusion of office, the mandate of the Board of Directors is considered as extended for not more than forty-five days, from the date of the Shareholders' Meeting called to approve the Financial Statements. For the entirety of the extension period, the Board of Directors may exclusively execute acts of ordinary administration, in addition to urgent and non-deferrable acts, with specific indication of the reasons of urgency and non-deferability.

Directors are eligible for re-election. Where a majority of the Board of Directors are no longer in office, the entire Board is considered as lapsed and the Shareholders' Meeting should be called without delay by the Directors remaining in office for its reconstitution, in accordance with Article 2386 of the Civil Code.

For information on the role of the Board of Directors and Board committees in the processes of self-assessment and nomination and succession of Directors, see the following sections of the Report.

4.3 COMPOSITION (as per Article 123-bis, paragraph 2(d) and (d-bis), CFA)

The Board is composed of 9 Executive and Non-Executive Directors, all of whom have the skills and professionalism appropriate to their duties. The number, equal to 8, and skills of the Non-Executive Directors are such as to ensure that they have a significant weight when Board motions are taken and to ensure that management is effectively monitored. There are five Non-Executive and Independent Directors, thus accounting for a significant proportion.

In accordance with Article 13.1 of the By-Laws, the Company is governed by a Board of Directors comprising 9 members. In accordance with Article 13.2 of the By-Laws, the Directors are appointed for a period of up to three financial years; the members of the Board of Directors may be re-elected.

The Board of Directors of the Issuer in place at December 31, 2025 was appointed by the Shareholders' Meeting of the Issuer of April 29, 2025, with effect until the approval of the 2027 financial statements.

Therefore, as at December 31, 2025, the Board was, and still is, composed as follows:

Name	Office	Place and date of birth	Executive/Non-Executive Director
Enrico Postacchini	Chairperson	Bologna, July 17, 1958	Non-executive
Nazareno Ventola	Chief Executive Officer	Rome, June 13, 1966	Executive
Annarita Bove	Director	Roccapiemonte (SA), September 29, 1977	Non-Executive and Independent
Claudia Bugno	Director	Rome, September 16, 1975	Non-Executive and Independent
Giada Grandi	Director	Bologna, October 20, 1960	Non-executive
Valerio Veronesi	Director	Bologna, September 21, 1958	Non-executive
Monica Biccari	Director	Naples, July 15, 1973	Non-Executive and Independent

Francesco Minnetti	Director	Rome, January 24, 1964	Non-Executive and Independent
Carlo Schiavone	Director	Fasano (BR), June 3, 1960	Non-Executive and Independent

The composition of the Board of Directors in office at December 31, 2025, and currently, complies with the regulatory provisions concerning listed companies in terms of the number of Independent Directors required as per Articles 147-ter, paragraph 4, and 148, paragraph 3 of the CFA.

A short curriculum vitae of the members of the Board of Directors in office since April 29, 2025 is presented below. These curriculum vitae indicate the expertise and experience developed by board members in the areas of business management and/or with regard to the sector in which the Issuer operates.

Enrico Postacchini: born in Bologna in 1958, graduated from the Liceo Linguistico Internazionale of Bologna and subsequently from the School of Interpreters and Translators; he is the majority shareholder of Post S.r.l. and is, among other things, Chairperson of Confcommercio Ascom Bologna since April 3, 2008, Chairperson Iscom Bologna (since June 2008), President Cedascom S.p.A. (since April 29, 2009), President Confcommercio Imprese per l'Italia of Emilia-Romagna (since December 2015) and Chairperson of Fondo Est, as well as a member of the Board of the Bologna Chamber of Commerce and of Confcommercio imprese per l'Italia.

Nazarene Ventola: born in Rome in 1966. He graduated with honours in Chemical Engineering from the University of Trieste; he has undertaken specific training courses at the SDA Bocconi, MIT (Boston), London Business School and the University of Cranfield. He was appointed General Manager of the Issuer from May 2013 and also served as Accountable Manager for the period May 2013 - July 2020; previously, after acting as Planning and Control Manager, he held the position of Strategy and Corporate Performance Management Director of the Company, with involvement in the market strategy, quality, budgeting and planning and control. Before joining the Group, in 2000, he was a strategic planning analyst for Enitecnologie (ENI Group). Since 2022, he has served as a Director on the Board of Urban V. Mr. Ventola is also currently a member of the Assaeroporti Board and of the ACI World Governing Board.

Annarita Bove: born in Roccapiemonte (SA) in 1977 and raised in the province of Treviso. She received her law degree from the University of Bologna in 2002 and her PhD in Labour Relations Law from the University of Modena - Fondazione Marco Biagi in 2011. She has numerous scientific publications to her name and has lectured at university master's programs in occupational safety and corporate responsibility at the University of Modena. A lawyer since 2005, she has been licensed to practice at the Court of Cassation since 2017 and owns a Bologna-based law firm focusing on labour law on behalf of workers, companies and unions. Since 2019, she has been a specialist in labour law, after passing the examination at the two-year AGI School of Higher Education. For many years she has been involved in Veneto and Emilia Romagna politics regarding occupational health and safety issues. Her professional profile brings together skills in labour law, criminal labour law, organisational consulting, training and scientific activities.

Claudia Bugno: born in Rome on September 16, 1975. She is the founder and Managing Director of Futuritaly, an advisory company that provides design, development and implementation services for public and private initiatives across various industrial sectors. She previously held senior executive roles in both the private and public sectors: Deputy Director of the Observatory for Regional Development, established by the MEF – State General Accounting Department – and Eurispes; Adviser to the Minister of Economy and Finance for Organisation and Development; Vice-President for International and Public Affairs at Alitalia; Director of Strategic Planning and Evaluation at the Ministry for Economic Development; Chairperson of the Management Committee of the Central Guarantee Fund for SMEs; Member of the RAI-MiSE Joint Commission. She has also held positions at European institutions and was involved in international bids, including Expo Milano 2015, and as Director General of the Rome 2024 Olympic bid committee. She is a Senior Fellow at the LUISS Guido Carli School of Government and lectures at the University of Turin's School of Management, focusing on strategic topics linked to European and national economic and industrial policy. She is a published journalist and columnist on economic, financial and regional development topics. She serves on strategic, supervisory, technical-scientific and advisory boards for leading companies.

Giada Grandi: born in Bologna in 1960, graduating in Law in 1986 from the University of Bologna; she specialised in Administrative Law and Administration Science - Three-Year Specialist Course completed in 1989 and in Tax Law, graduating in 1993 from the Bologna University Legal Faculty Training Body. She currently holds the position of Secretary General of Bologna Chamber of Commerce. She is also Director of Tinexta Cyber S.p.A., Sistema Camerale Servizi Scrl and CAAB (Centro Agro Alimentare di Bologna). She also serves as a member of the Bologna Commodity Exchange Deputation and Infocamere Scpa's technical body. Previously, among other roles, she was a member of the General Council Ente Autonomo Fiere Internazionali di Bologna, Director of Promobologna S.c.a.r.l., Director of CAAB, Director of Centergross, Director of the Alma Mater Foundation and of Bologna Welcome; she was Vice-Director (from March 1, 1990 to May 31, 1997) of the Social Security Authority of the Council of Ministers - Regional Administrative Court Emilia-Romagna, Bologna Office and Executive Member (from June 1, 1997 to April 2010) of the Bologna Chamber of Commerce.

Valerio Veronesi: born in Bologna in 1958, he is Sole Director and founder of the company Euroma Group S.r.l., which specialises in the production of automation components, operating in major international markets.

Since 2016, he has been Vice-Chairperson of the National CNA (Confederation of Craft Trades and SMEs) and served as Chairperson of the Bologna CNA from 2013 to 2021. He is Chairperson of Consorzio Costruisce, a consortium company in the construction and plant engineering sector.

He has been Chairperson of the Bologna Chamber of Commerce since 2018, unanimously reconfirmed in September 2023, and Chairperson of the Emilia-Romagna Chamber of Commerce since November 2023. He has also served as Director of BolognaFiere S.p.A. since February 2023, Tinexta S.p.A. since April 2021, and Defence Tech Holding S.p.A. since May 2023. He has also been the Vice-Chairperson of Ecocerved Scarl since May 2023 and is a member of the Censis Foundation Board of Directors and the Local Authorities Sector Committee (ANCI).

Monica Biccari: born in Naples in 1973, she is a certified public accountant and private senior advisor with more than 25 years of experience in a range of business sectors; her key roles at leading market operators to date include: Assurance Audit Full Equity Partner at PwC (responsible for, among other matters, the statutory audit of the financial

statements of the Poste Italiane Group from 2011 to 2018); CFO and Executive Officer for Financial Reporting; Member of Boards of Directors, Chairperson of Control and Risk, Related Party and Sustainability Committees and Member of a Remuneration Committee; Member of Supervisory Committees on appointment of the BANCA DI ITALIA-IVASS Integrated Directorate for Insurance Groups in extraordinary administration; Statutory Auditor and Representative of the Ministry of University and Research on Control Bodies working in the area of the National Recovery and Resilience Plan.

Francesco Minnetti: born in Rome in 1964, a Chartered Accountant registered in Rome since 1990 and Auditor since 1995, he has extensive experience in corporate, tax and financial matters.

He is a founding partner of the firm Ferri Minnetti & Associates, which has served leading companies and entities since 1995 in corporate and tax matters, accounting management and administrative services, assistance with statutory and consolidated financial statements, due diligence, business planning and valuations.

He is Full Professor of Economics of Financial Intermediaries at the University of Cassino and Lazio Meridionale, where he runs the courses "Economics of Financial Intermediaries," "Bank Economics and Management," and "Corporate Banking". He is the author of books and articles published by leading publishing houses and specialised magazines, including at an international level. He has held and still holds positions as Director and member of supervisory bodies of banks, financial institutions and leading public and private companies.

Carlo Schiavone: Born in Fasano (BR) in 1960, he graduated in economics and commerce from La Sapienza University in Rome in 1983 and has been a member of the Order of Chartered Accountants of Rome since 1984 and a member of the Register of Auditors since 1995. He has practiced in Rome for more than four decades in the areas of tax, corporate and accounting consulting. Over the course of his career, he has gained significant experience in corporate restructuring transactions, ownership structures, company valuations, and IPO processes. He has worked for companies in the industrial, financial, asset management, real estate and healthcare sectors. He has held positions on Boards of Statutory Auditors, including of listed companies and credit institutions, in addition to roles on Boards of Directors as Non-Executive Director, gaining consolidated experience in corporate governance, internal controls and financial disclosure. He currently serves as Chairperson of the Board of Statutory Auditors of Assicurazioni Generali S.p.A. and Società Immobiliare Tirrena S.p.A.

For all members of the Board of Directors in office at December 31, 2025, the required verifications of good standing and professionalism under the applicable regulation were made. In particular, the members of the Board of Directors were in possession of the good standing requirements under Article 148, paragraph 4 of the CFA and the Regulation adopted through decree of the Ministry of Justice No. 162 of March 30, 2000. The requirements of good standing and the absence of reasons for incompatibility and ineligibility of all Directors was verified when the Board of Directors was appointed at the May 15, 2025 meeting.

At the same meeting, based on the parameters and application criteria recommended by the Corporate Governance Code, the Board of Directors verified that Directors Monica Biccari, Annarita Bove, Claudia Bugno, Francesco Minnetti, and Carlo Schiavone are all to be considered "Independent Directors" pursuant to both the CFA and the Corporate Governance Code.

Until April 29, 2025, the Issuer's Board of Directors was composed as follows:

Name	Office	Place and date of birth	Executive/Non-Executive Director
Enrico Postacchini	Chairperson	Bologna, July 17, 1958	Non-executive
Nazareno Ventola	Chief Executive Officer	Rome, June 13, 1966	Executive
Elena Leti	Director	Bologna, May 18, 1966	Non-Executive and Independent
Claudia Bugno	Director	Rome, September 16, 1975	Non-Executive and Independent
Valerio Veronesi	Director	Bologna, September 21, 1958	Non-executive
Giada Grandi	Director	Bologna, October 20, 1960	Non-executive
Alessio Montrella	Director	Frosinone, June 1, 1989	Non-Executive and Independent CFA*
Giovanni Cavallaro	Director	Cosenza, December 29, 1982	Non-Executive and Independent
Laura Pascotto	Director	Cosenza, July 4, 1972	Non-Executive and Independent

* *Independent only according to the requirements of the CFA, and not the Corporate Governance Code.*

The composition of the Board of Directors as above in office until the date of the Shareholders' Meeting of 29 April 2025 complied with the regulatory provisions concerning listed companies in terms of the number of Independent Directors required as per Articles 147-ter, paragraph 4, and 148, paragraph 3 of the CFA. A short curriculum vitae of each member of the Board of Directors in office until April 29, 2025 is presented below. These curriculum vitae indicate the expertise and experience developed by board members in the areas of business management and/or with regard to the sector in which the Issuer operates.

None of the members of the Board of Directors are related as per Book I, Section V of the Civil Code with other members of the Board of Directors, nor with members of the Board of Statutory Auditors of the Issuer or Executives and other parties holding strategic roles.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS 2 - Sec. 19 and 20, the points are general references; specific information is provided in section 22.

The members of the administrative, management and supervisory bodies possess – with a diversified range of skills – adequate knowledge of regulatory profiles and/or activities and/or businesses that are relevant to the Issuer's activities, and/or accompanied by

expertise in technical-infrastructure and/or economic-financial matters and/or with knowledge of risk management and control.

These skills, both in general and collectively, are evident from their CVs and from the experience gained through their roles within the Issuer's governing bodies, and are deemed essential for the effective performance of their duties.

In addition, as part of its annual self-assessment, the Board of Directors confirms that it possesses the skills required for its proper functioning, and evaluates the scheduling of induction sessions during meetings and as necessary.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS 2 - Sec. 23, see point 4.1 Corporate Governance Model in the "Corporate Bodies" section.

ESRS 2 - Appendix A - AR 5 This point is not explicitly reported in the Sustainability Statement because it represents optional application requirements regarding information already reported.

Diversity criteria and policies for the Board and organisation

With reference to the composition of the Board of Directors in office at December 31, 2025, the Issuer confirms the Board composition's compliance with the provisions of Article 147-ter and 148 of the CFA, and with the Recommendation of the Corporate Governance Code. Gender-balancing was successfully pursued, as well as the diversification of managerial and professional expertise, including of an international nature.

In order to align the composition of the Board of Directors with the provisions of the Corporate Governance Code, in Article 13.3 of its By-Laws, the Issuer expressly provided that "*Slates [...] must also include candidates of a different gender, as indicated in the Shareholders' Meeting call notice, in order to ensure a Board of Directors composition which complies with the applicable gender equality regulation*".

Additionally, to this end, the Board of Directors approved for the first time on March 14, 2022, and subsequently updated – also in view of the Shareholders' Meeting of April 29, 2025 – by Board resolution dated March 14, 2025, the "**Guidelines and Recommendations of the Board of Directors on the Quantitative and Qualitative Composition of the Board Of Directors**", published on the Issuer's website in the *Investor Relations* section. These guidelines are intended to provide shareholders with guidance on aspects such as age, gender composition, disability and the educational and professional background of the proposed Director candidates in the slates they submit. The Board has not approved any other policies on this matter.

Based on an evaluation of the functioning of the outgoing Board, launched on December 2, 2025 and concluded on December 15, 2025, the Board was found to be well-balanced in terms of its composition (particularly with regard to skills and age groups), in line with the results of the previous year. Additional details about the self-assessment process are included in Section 7 of this Report.

With regard to diversity policies adopted more generally within the organisation, equal treatment and equal opportunities are an integral part of the Company's overall strategy and policies for improving the business climate. These policies have the aim of offering all employees equal professional opportunities and of removing all obstacles to their professional development.

In 2025, the Aeroporto di Bologna workforce comprised 49% women, with a gender pay gap of 4.3% in favour of men. Although a slight decline from the previous year, Bologna Airport continues to maintain a level considered excellent within the sector. In September 2022, Bologna Airport, the first airport in Italy, obtained gender equality certification pursuant to Uni PdR 125:2022, which was renewed for three years through 2025 with the confirmation of the maximum score of 100. The Uni PdR 125 practice (which Aeroporto di Bologna has adopted as its own internal policy) seeks to promote a cultural shift in society and organisations, which is crucial to achieving gender equality and breaking down stereotypes related to job roles. By embracing this change, we can effectively utilise the talents of women, thereby stimulating Italy's economic and social growth.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS 2 - Sec. 21, see point 4.1 Corporate Governance Model in the "Corporate Bodies" section.

ESRS S1 - Sec. 24, see point 11.4 Policies, Chapter 11. ESRS S1 - "Own workforce"

Maximum number of offices permitted in other companies

The Board of Directors has not defined the general criteria relating to the maximum number of offices of administration and control in other companies that may be considered compatible with the proper carrying out of their duties as Directors of the Company. However, the Board, where appropriate (including on the basis of self-assessment processes carried out annually) and on the basis of information received from the Directors, carries out this verification mainly by using the following assessment criteria: (i) the role of the Director within the Company (executive, non-executive, independent, member of one or more committees); (ii) the nature and size of entities in which offices are held and the office of the Director within such entities (where, among others, concerning the corporate scope of the entity, the governance structure, the number of meetings that the Director is required to attend on the basis of the role held at the entity, the duties assigned to the Directors and any powers); (iii) whether such entities are part of the Group of the Issuer.

This position was confirmed by the Board of Directors after specific in-depth discussion in the meeting of December 15, 2025 during which it was highlighted that, no particular critical issues emerged from the outcome of the self-assessments carried out with regard to the maximum accumulation of offices, since the Board has always operated with high attendance ratios and by being fully informed when taking decisions.

4.4 FUNCTIONING OF THE BoD (as per Article 123-bis, paragraph 2, letter d), CFA)

In accordance with Article 15 of the By-Laws, the Board of Directors meets at the place indicated in the call notice whenever the Chairperson or, in the case of his/her absence or impediment, the Vice-Chairperson consider such necessary. The Board of Directors should also be called where written request is made by at least two Directors to consider a specific matter considered of particular importance, concerning operations and which should be indicated in the request. Board meetings may also be held by means of telecommunication systems, provided that all participants can be identified and such identification is acknowledged in the minutes of the meeting, and that they are allowed to follow and participate in real time in the discussion of the matters considered and, if applicable, to exchange documents; in such case, the Board of Directors shall be deemed held in the place where the Chairperson is and where the Secretary must also be in order to allow the related minutes to be drawn up and signed. The Board shall normally be called at least five days before the date on which the meeting is to be held. In cases of urgency, this period may be shorter. The Board of Directors shall decide the procedures for convening its own meetings.

The Board of Directors also conducts its activities in line with the provisions of the Regulation on the functioning of the Board of Directors approved on February 21, 2018, which incorporates and integrates the contents of the By-Laws. On January 25, 2021, these Regulations were revised for necessary adjustments to the new Corporate Governance Code.

With specific reference to the taking of minutes, Article 6.6 of the Regulation states *"Following the meeting, a draft of the minutes is sent via the encrypted document-sharing information system to all Directors and Statutory Auditors for any comments, which are collected by the company Secretarial Office within the following 7 days. The final text of the minutes is then drafted by the Secretary of the Board of Directors and submitted to the Chairperson for approval, and then transcribed into the appropriate company register."*

With regard to the information provided to the Directors, the supporting documents are prepared by the relevant corporate function using information/deliberation sheets that set out the key assessment elements required for each member of the Board to be fully informed in relation to the corresponding decision, and the documents are then sent by the Company Secretarial Office (see below for the methods and timing and any exceptions to them). Company staff preparing documentation for Board meetings must observe the same confidentiality rules as Board members.

Finally, Article 7 of the above Regulation states: *"The supporting documents for Board meetings shall be provided to each Director and Statutory Auditor via the encrypted document-sharing information system provided for them. This shall, where possible, be done on the date on which the meeting is called, and in any event no later than three days prior to the meeting date, except in cases of urgency, in which case the documents will be made available as soon as possible and in any case before the start of the Board meeting. Where the documents made available are extensive or complex, a document must also be provided summarising the most significant and relevant points for the purposes of the decisions on the Agenda, it being understood that this document cannot be considered in any way a substitute for the full set of documents sent to the Directors."*

As per Article 16 of the By-Laws, the meetings of the Board of Directors are chaired by the Chairperson or, in his/her absence or impediment, the Vice-Chairperson, where appointed. If the latter is also absent, they shall be chaired by the eldest Director.

In accordance of Article 17 of the By-Laws, for the validity of the meetings of the Board of Directors a majority of its members in office are required to be present. Motions are adopted by an absolute majority of those present; in the case of a tie, the vote of the chair shall be decisive. The Board of Directors, in addition, approves the following matters with the favourable vote of two-thirds of Board members:

- (a) acquisition and/or sale of property and/or of businesses and/or of business units and/or of equity investments of a value greater than Euro 5,000,000;
- (b) merger and/or spin-off proposals;
- (c) proposal to increase the paid-in share capital

As per Article 19 of the By-Laws, the Company is exclusively managed by the Directors, who carry out the necessary operations to achieve the corporate objects. In addition to exercising the powers assigned by law, the Board of Directors is also authorised to decide on: a) the opening and closing of secondary offices; (b) the indication of Directors with representative powers; (c) the reduction of the share capital in the case of the withdrawal of one or more shareholders; (d) the amendment of the By-Laws in line with regulatory changes. The delegated boards report in a prompt manner to the Board of Directors or to the Board of Statutory Auditors - or, in the absence of the delegated boards, the Directors report in a prompt manner to the Board of Statutory Auditors - at least quarterly and in any case at the Board meetings, on the activities undertaken, on the performance of the Company and its prospects and on the main economic, financial and equity transactions, or the main transactions in terms of their size and significance, undertaken by the Company and its subsidiaries; in particular, such persons report any transactions in which they have an interest, on their own account or on behalf of third parties, or that are influenced by the person, if any, who performs management and co-ordination activities, where existing. The Board of Directors appoints and withdraws the appointment of the Executive Officer for Corporate Reporting, following consultation with the Board of Statutory Auditors. The Executive Officer for Financial Reporting should have comprehensive experience of at least three years in the exercise of: (a) management functions regarding the preparation and/or analysis and/or assessment and/or verification of corporate documents which present comparable accounting complexity as the company accounting documents; or (b) the auditing of accounts at companies with shares listed on Italian regulated markets or on those of other European Union countries.

Article 20 of the By-Laws establishes that the Board of Directors may assign its powers, within the limits set out in Article 2381 of the Civil Code and as per Article 20.4 of the By-Laws, to one or more of its members and/or to an Executive Committee, establishing the content, limits and any means for the exercise of such powers. Upon the proposal of the Chairperson and in agreement with the Chief Executive Officer, the Board may delegate powers to its members for single acts or classes of acts. Within the limits of the authority conferred, the delegated boards shall have the power to delegate single acts or classes of acts to employees of the Company or to third parties, authorising sub-delegation. The Board of Directors may in addition appoint a General Manager, establishing his/her duties and powers. In any case, motions concerning the following matters, in addition to the legally reserved decisions, are within the exclusive scope of the Board of Directors: (i) the acquisition and disposal of equity investments for an amount in excess of Euro 500,000;

(ii) the purchase and/or sale of property and/or businesses and/or business units for an amount in excess of Euro 500,000 (iii) the issue of mortgages, liens, sureties and/or other secured or unsecured guarantees for an amount in excess of Euro 500,000; (iv) the appointment of Directors of subsidiaries and/or investees; (v) participation in tenders and/or public procedures requiring the undertaking of contractual obligations in excess of Euro 5,000,000.

In accordance with Article 22 of the By-Laws, the members of the Board of Directors receive remuneration as decided by the Shareholders' Meeting. Once taken, such a resolution will also be valid for subsequent years until otherwise determined by the Shareholders' Meeting. Remuneration paid to Directors to whom specific roles are allocated as per the By-Laws is fixed by the Board of Directors after consultation with the Board of Statutory Auditors.

Pursuant to Article 23 of the By-Laws, the Chairperson of the Board of Directors is vested with the following powers: (i) powers to represent the Company as per Article 21.1 of the By-Laws; (ii) the chairing of the Shareholders' Meeting in accordance with Article 11.1 of the By-Laws; (iii) the calling and chairing of the Board of Directors in accordance with Articles 15 and 16.1 of the By-Laws; he/she establishes the Agenda, coordinates business and ensures that adequate information is provided on the matters on the Agenda to all Directors; (iv) verifies the implementation of the Board motions.

With regards to the prior approval, by the Board, of related party transactions and/or transactions in which one or more Directors have a personal or third-party interest, reference should be made to Paragraph 10 below.

The Board of Directors in 2025 met on 12 occasions, with an average meeting duration of approximately 2 hours and 10 minutes.

The Board of Directors elected in 2025 held eight meetings during the year. The attendance of each Director at meetings was as follows:

Name	Office	% attendance at Board of Directors' meetings
Enrico Postacchini	Chairperson	67% (100% in the term)
Nazareno Ventola	Chief Executive Officer	67% (100% of the term)
Monica Biccari	Director	67% (100% in the term)
Annarita Bove	Director	67% (100% in the term)
Claudia Bugno	Director	58% (88% in the term)
Giada Grandi	Director	67% (100% in the term)
Francesco Minnetti	Director	67% (100% in the term)
Carlo Schiavone	Director	50% (75% in the term)
Valerio Veronesi	Director	58% (88% in the term)

The outgoing Board of Directors held four meetings during 2025. The attendance of each Director at meetings was as follows:

Name	Office	% attendance at Board of Directors' meetings
Enrico Postacchini	Chairperson	33% (100% in the term)
Nazareno Ventola	Chief Executive Officer	33% (100% in the term)
Claudia Bugno	Director	33% (100% in the term)
Elena Leti	Director	33% (100% in the term)
Giada Grandi	Director	33% (100% in the term)
Valerio Veronesi	Director	33% (100% in the term)
Alessio Montrella	Director	25% (75% in the term)
Giovanni Cavallaro	Director	17% (50% of the term)
Laura Pascotto	Director	33% (100% in the term)

As mentioned above, the Board of Directors began on December 2, 2025 and completed on December 15, 2025 its assessment of its own functioning and the functioning of its Committees, also taking into account elements such as the professional characteristics, experience, including managerial, and gender of its members, in addition to their seniority, taking account of mandate experience of less than one year. The self-assessment activities were carried out through the filling out of a comprehensive questionnaire, followed by a Board meeting concerning the outcome of the self-assessment process. Further details are provided below in Section 7.

Article 20 of the By-Laws identifies transactions of the Issuer considered as of strategic, economic, equity or financial significance for the Issuer, with decisions upon these transactions reserved to the Board of Directors. In addition, Article 17 of the By-Laws establishes qualified quorums for the approval of certain corporate transactions.

The Board of Directors assessed the adequacy of the Internal Control and Risk Management System in relation to the characteristics of the company and the risk profile assumed by the Issuer during its meeting on March 14, 2025 and, most recently, on March 16, 2026, confirming its positive opinion. This assessment also took into account the updated risk matrix, which is reviewed on a semi-annual basis as a best practice, and was most recently approved by the Board at its meeting on February 16, 2026. As also reported in section 9, the ERM system was updated twice in 2025, with Board approval at the meetings on February 24, 2025 and September 8, 2025, following a favourable opinion from the Control and Risks and Sustainability Committee.

The review and approval of the strategic, industrial and financial plans of the Issuer and of the Group, in addition to the periodic monitoring of their implementation, is reserved to the Board of Directors. The corporate governance system of the Company is set out by the company By-Laws and the Board of Directors does not have powers in this regard, except concerning the assignment of powers to Directors.

The Board of Directors did not assess the adequacy of the organisational, administrative and accounting structure of the subsidiaries, as none carry out strategic operations for the Group headed by the Issuer.

4.5 ROLE OF THE CHAIRPERSON OF THE BOARD OF DIRECTORS

Pursuant to Article 23 of the By-Laws, the Chairperson of the Board of Directors is vested with the following powers: i) powers to represent the Company as per Article 21.1 of the By-Laws; (ii) the chairing of the Shareholders' Meeting in accordance with Article 11.1 of the By-Laws; (iii) the calling and chairing of the Board of Directors in accordance with Articles 15 and 16.1 of the By-Laws; he/she establishes the Agenda, coordinates business and ensures that adequate information is provided on the matters on the Agenda to all Directors; (iv) verifies the implementation of the Board motions.

The Board of Directors on May 15, 2025 also assigned to the Chairperson of the Board of Directors Enrico Postacchini all necessary powers for the full and correct exercise of his prerogatives, both as Chairperson of the Board of Directors and for the purpose of effectively managing institutional relationships. The Chairperson, granted the power to coordinate the circulation of information to the other Directors, so as to ensure that they are informed upon company matters and may effectively contribute to the Board meetings, is assigned, together with the Chief Executive Officer, the prior review of the information and/or the documentation concerning all matters to be submitted to the Board of Directors. With regards to the aforementioned prerogatives, the following powers are expressly assigned to the Chairperson of the Board of Directors Enrico Postacchini:

- a) participation at institutional meetings and events and the signing of correspondence related to maintaining fruitful partnerships and relationships with representatives of Entities, Authorities, and Institutions;
- b) the calling of the meetings of the Board of Directors, the sending to the directors and the statutory auditors, appropriately in advance, of the documentation considered most appropriate to permit effective participation at the Board meetings and the leading of meeting business;
- c) oversight - supporting the more extensive responsibilities of the corporate body - of the conduct of corporate affairs and the proper application of the resolutions taken by the administrative body;
- d) proposal, together with the Chief Executive Officer, to the Board of Directors of the representatives to be appointed at the investee companies;
- e) the assurance of adequate information between the Company's Boards and Committees, including the Supervisory Board as per Legislative Decree No. 231/2001, verifying the consistency of decisions and positions of the Board of Directors of the Company;
- f) the oversight of institutional relations of the company and of the investees, including the undertaking, with the prior discussion and coordination with the Investor Relations function and the Chief Executive Officer, of any initiatives regarding the press with regards to institutional relations.

The Chairperson is also responsible for the legal representation of the Company, as established in Article 21.1 of the By-Laws.

The Chairperson of the Board of Directors Enrico Postacchini has not been granted operating powers, nor undertakes a specific role with regards to the drawing up of company strategies. He does not undertake the role of Chief Executive Officer, nor is he a controlling shareholder of the Company.

The pre-board disclosure is managed by the Chairperson of the Board of Directors, with the support of the Secretary of the Board of Directors, Ms. Silvia Piccorossi (appointed on May 15, 2025), in addition to the Chairperson's Secretary and the Company Secretary, with the making available on a dedicated site and appropriately protected the documentation supporting the Directors and the disclosure sessions, where considered appropriate, while complying with the regulation on inside information circulation. In accordance with the aforementioned Regulation, for Board meetings the Directors are provided with the documentation and information necessary to consider the matters submitted for consideration three days before the meeting (and often, for topics of major importance, five days before), where this cannot be provided along with the call notice. The documentation, where particularly extensive and complex, is accompanied by an executive summary and is always outlined in great depth with regards to the most complex issues, during Board meetings. There were no exceptions to the minimum three-day deadline for pre-Board reporting in 2025.

The Chairperson of the Board of Directors, together with the Chief Executive Officer, usually ensures the effective presence of Executives of the Issuer and the heads of the competent company departments regarding the matters considered, who attend Board meetings to provide appropriate details on the matters on the Agenda. In particular, during 2025, the Legal and Corporate Affairs Director attended all board meetings. In addition to the Internal Audit Manager, other senior managers attended in 2025, as follows: Ms. Muffato, Administration and Finance Director, Executive Officer for Financial Reporting and Investor Relator, 10 attendances; Mr. Stefano Gardini, Commercial Director, 4 attendances; Ms. Giannone, Internal Auditor, 4 attendances.

On a regular basis, the Board of Directors holds informative sessions for Directors and Statutory Auditors on the main legal and regulatory provisions applicable to listed companies and on the obligations and responsibilities associated with listing on the stock exchange, in addition to specific regulatory issues, particularly the management of inside information. These sessions are undertaken on the assumption of office (particularly when Directors are appointed who did not hold office in previous financial years) and following significant legislative changes concerning relevant matters.

More generally, The Board also holds specific informative sessions regarding corporate projects or those of particular value, including strategic value, especially concerning airport investments included or to be included in the airport development plans.

The Board does not consider it necessary to undertake additional programmes to provide the Directors with knowledge upon the sector in which the Issuer operates, company dynamics and developments and company risks, as all Board members have gained considerable experience in the industrial and financial areas or in the segment of activity of the Issuer during the course of their professional activities, or have held long-term positions on the Board of Directors or the management team.

At the close of the 2025 financial year, the Board of Directors confirmed that it is advisable to carry out information sessions for Directors and Statutory Auditors on the main legal and

regulatory provisions applicable to listed companies and on the obligations and responsibilities deriving from admission to the Stock Exchange.

The following induction sessions were held:

- February 24, 2025, on the implementation of the NIS2 Directive, which is highly relevant to the industry;
- June 11, 2025, on regulatory issues, Plans and ERM;
- June 30, 2025, on economic and financial plans and the Market Abuse Regulation;
- November 24, 2025, on impairment testing and regulatory models

The Board of Directors unanimously confirmed the positive assessment of the composition and functioning of the Board, following the results of the annual self-assessment conducted by the Chairperson with the support of the Company Secretary, which started on December 2, 2025 and was completed on December 15, 2025. Its own functioning and that of its Committees were assessed, also taking into account elements such as the professional standing, experience, including managerial experience, and gender of its members, as well as their seniority in office, taking into account the experience of a mandate of less than one year. The self-assessment activities were carried out through the filling out of a comprehensive questionnaire, followed by a Board meeting concerning the outcome of the self-assessment process. For more information, see Section 7 below.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS 2 - Sec. 19 and 20, the points are general references; specific information is provided in section 22.

ESRS 2 - Sec. 23, see point 4.1 Corporate Governance Model in the "Corporate Bodies" section.

Secretary to the Board of Directors

Pursuant to Article 5.1 of the Board of Directors' Operating Rules, the Board - following a proposal by the Chairperson - appoints a Secretary, who need not be an employee of the Company. They must meet the requirements of professionalism, experience and independence and must not be subject to a conflict of interests. The Secretary reports, formally and in practice, to the Board and, through it, to the Chairperson. The duties of the Secretary of the Board are set out in the motion appointing him/her.

On May 15, 2025, at the beginning of the new term of office, Silvia Piccorossi, the Issuer's Head of Legal, Corporate and Procurement Affairs, was appointed Secretary of the Board of Directors. She complies with the requirements of professionalism, experience and independence and is not subject to a conflict of interests. The resolution states: "*The Secretary of the Board will assist the Chairperson in preparing the Board and Shareholders' Meetings, in drafting the corresponding motions, sending appropriate information to the Board, and drafting the meeting minutes which, after having been submitted to the Board by publication on the CDA ON BOARD platform - which provides the opportunity to make observations or suggest rephrasing - will be approved in their final version by the Chairperson and the Secretary and then transcribed, as usual, into the corresponding Shareholder Register.*"

In 2025, the Secretary of the Board provided support to the Chairperson regarding the various activities listed in Recommendation 12 of the Corporate Governance Code, and impartially provided the Board with assistance and advice on any matter relating to the proper functioning of the corporate governance system.

4.6 EXECUTIVE DIRECTORS

a) Chief Executive Officers

The Board of Directors on May 15, 2025 appointed Director Nazareno Ventola as the Chief Executive Officer of the Company, assigning separate powers of the Company's general representation, and in particular permitting him to:

- a) sign all correspondence and any internal and outgoing company documents and communication relevant to the business and referring to the functions of legal representation and administration entrusted to him;
- b) make proposals to discuss and deliberate on measures overseen by the Board of Directors and monitor the execution of motions adopted by the Board of Directors;
- c) draft the Company's strategic, industrial, economic, financial, and investment plans and submit them to the Board of Directors, including multi-year plans and budgets. The CEO can also guarantee the adoption of Board motions with consistent executive actions and periodically monitor and verify their performance, reporting any appropriate information in this regard to the Board;
- d) represent the Company before public or private administrations in all matters concerning its assets, real estate and land in order to obtain concessions, authorisations, licences and extensions;
- e) administer the company's real estate and property, conclude lease contracts for real estate, rental and sub-concession contracts and leasing contracts, also exceeding nine years, and terminate and withdraw from these contracts within operations and contracts with a total value not exceeding Euro 250,000 (two hundred fifty thousand);
- f) represent the Company before any ordinary or special, civil or criminal, administrative, tax or auditors' court and in any case as the plaintiff or the defendant, including in proceedings before any conciliation and/or arbitral, judicial, and administrative authority and in any place and instance and thus, in opposition, revocation, and cassation proceedings, doing so with the broadest and unlimited powers to promote judgements and judicial and/or administrative proceedings, resist the same, and participate in hearings before any ordinary or special judicial or court authority, including before arbitrators (bound or otherwise) and mediation/conciliation bodies or entities, at any stage or level, with the power to select and appoint lawyers and arbitrators and establish, waive, or accept waivers from others, both with regard to claims and their related proceedings, settle individual disputes, submit counterclaims, summon third parties; enforce judgements; conduct interrogations, take oaths, and file garnishee's statements, also by means of third party delegation; appoint experts and assist in expert operations and inspections, also by means of third party delegation;

- g) file complaints or lawsuits with any judicial or police authority, submit, adjourn, and waive lawsuits against any party; bring civil action in any criminal proceedings;
- h) represent the Company before the Tax Agency's offices and any of its branches, before Commissions of offices appointed in relation to different taxes at any level and before any office, institution and/or jurisdictional administrative authority, and in any litigation before Tax Commissions or other jurisdictions for tax and administrative matters;
- i) file petitions, complaints, appeals and statements of defence, sign agreements, apply for licences, permits, authorisations and administrative concessions of any kind; to sign relevant documents to facilitate and settle any disputes;
- j) represent the Company in dealings with trade unions and in any trade union proceeding or dispute before Labour Offices and any other related institution, office and authority; to bring trade union disputes to a conclusion and sign the related minutes and documents;
- k) represent the Company in any proceeding and dispute in respect of Social Security and Welfare Institutions and any other institution or insurance company;
- l) grant mortgages, liens, sureties, deposits and/or other secured or unsecured guarantees for an amount not exceeding Euro 500,000.00 (five hundred thousand);
- m) rescind contracts of any nature or value, including "for damages", in the event that the counterparty/counterparties' default and rescind, including by mutual agreement, contracts for a total value of less than Euro 500,000.00 (five hundred thousand);
- n) propose, in agreement with the Chairperson, to the Board of Directors - for deliberations falling within the remit of the administrative body - the representatives to be designated for administration and control positions in the investee companies;
- o) delegate the execution of tasks under his remit, within the powers as delegated above, to attorneys-in-fact (general and/or ad acta), executives – except for AEROPORTO GUGLIELMO MARCONI DI BOLOGNA S.p.A.'s role of General Manager – and company employees, determining the forms and limits of responsibilities and powers; to revoke the aforesaid duties and powers of attorney wherever appropriate or necessary.

The above limits represent the internal limits of the relationship between the delegating board and the Chief Executive Officer and do not affect the generality of the legal representation conferred to the Chief Executive Officer, appointed as above, and the Chairperson, pursuant to and in accordance with Article 21.1 of the By-Laws.

Director Nazareno Ventola was also appointed as "Director in charge of establishing and maintaining the Internal Control and Risk Management System" at the same Board meeting of May 15, 2025. Duties are envisaged by the Corporate Governance Code of listed companies (as amended from time to time) - specifically Recommendation 34 - and the provisions in the Regulation of the Control and Risks Committee adopted by the Company. For this purpose, the broadest powers were granted to carry out the mandate conferred and to also ensure the independence of the Internal Audit function, the appropriate allocation of this function's expertise and knowledge, and his suitable access to data, information, systems and corporate assets, without restrictions of any kind.

In the same board meeting of May 15, 2025, the following duties and powers concerning safety and the environment were, therefore, conferred to the Chief Executive Officer Nazareno Ventola pursuant to Legislative Decree No. 81 of 2008 and Legislative Decree No. 152 of 2006, as amended and supplemented, by granting him the status of ENTREPRENEUR AND EMPLOYER. Thus, in the name and on behalf of the Company, he may do everything relevant, possible and necessary to execute his mandate and, in particular to:

- Handle and ensure compliance with all applicable regulations and future regulations concerning the prevention of injuries, safety, workers' health and hygiene at work; in particular, he is to ensure compliance with all relevant provisions by the Company, its Executives, employees and any other employed person, even if not formally placed in the corporate structure. This is also in accordance with any other rule of prudence and diligence which eliminates risks and prevents the consequences of physical harm to people;

- Handle and ensure compliance by the Company, its Executives, employees and any other employed person, even if not formally placed in the corporate structure, with all applicable regulations and future regulations concerning environmental protection, pollution of the air, soil, subsoil, waters, noise pollution and all regulations concerning waste. This is also in accordance with what is envisaged and descending from any type of order given by the competent Authorities, specific technical experience and, in general, from any other rule of prudence and diligence in the exercise of the airport operator's activities that may eliminate risks of injury and prevent the consequences of physical harm to people or damage to property;

Chief Executive Officer Nazareno Ventola also received the express power to do all that is necessary, possible and appropriate with reference to all the obligations imposed directly on the entrepreneur and employer in matters under delegation of duties. In any case, to also implement any action (even if not required by law) for the achievement of the proposed objective of safeguarding workers' health and safety at the workplace and regulations concerning environmental protection in its various areas (air quality and air pollution, water protection, waste, hazardous waste and industrial waste disposal, and prevention and reduction of pollution), even if not expressly mentioned herein. For this purpose, the broadest powers of intervention and autonomy in decision-making are granted to the Director, including under the economic profile.

Chief Executive Officer Nazareno Ventola was also expressly granted the power to sub-delegate the duties and powers entrusted to him, by conferring them, through an approved special notarised power of attorney, to Executives – except for the role of the Company's General Manager – Sector/Area Managers, and all Supervisors, in accordance with the law, identified and appointed after completing training according to the best practices and provisions currently in force. In so doing, he is to determine the areas of individual responsibilities and powers of intervention and decision-making autonomy, including under the economic profile.

Chief Executive Officer Nazareno Ventola was therefore delegated to do all that he considers useful or necessary in the interests of the mandating company in relation to the foregoing, without any exception, so that under no circumstances can insufficiency of powers be contested. Within the scope of all powers, functions, and responsibilities as delegated above, Nazareno Ventola shall periodically inform the Chairperson and the Board of Directors about

the progress of the activities carried out, submitting a written report periodically to allow an adequate evaluation of his performance.

In his capacity as GENERAL MANAGER, Mr. Nazareno Ventola also has the power - pursuant to a notarised power of attorney granted to him on September 28, 2015 (file 39976, volume 22391) - to

- a) Sign all correspondence and documentation of corporate interest associated with the entrusted duties of General Manager;
- b) Provide for the allocation, management and administration of all necessary human resources by setting-up, amending and terminating employment contracts on a fixed and indefinite term for blue collar workers, white collar workers and managers and, by means of a proposal to the Board of Directors to contractually recruit, appoint, suspend, dismiss and terminate corporate staff with the title of Executive - except for the role of Issuer's General Manager. All the above is to be carried out in compliance with applicable legal provisions and on the basis of relevant well-established case-law;
- c) Provide for the structuring of suitable performance assessment methodologies for corporate staff and the definition of remuneration policies aligned to industry best practices and their application, including for executive staff. The role of Issuer's General Manager and other Senior Executives are excluded;
- d) Enter into contracts for the sale of goods and services distributed by the Company involving contractual obligations not exceeding Euro 5,000,000.00;
- e) Enter into incentive and/or marketing support contracts of an estimated value not exceeding Euro 500,000.00, in line with applicable corporate policies concerning traffic development;
- f) Authorise the activation of any investment or operating expenditure included under the plans and budgets approved by the Company's Board of Directors and also authorise any out of budget investment or operating expenditure up to a maximum of Euro 500,000.00 and Euro 200,000.00, respectively; to enter into associated contracts;
- g) Authorise and enter into consultancy appointments which are included in the plans and budgets approved by the Company's Board of Directors up to a maximum of Euro 300,000, also authorising any out of budget consultancies up to a maximum of Euro 50,000.00; to enter into associated contracts;
- h) In the context of instrumental and non-instrumental procurement contracts of any nature and amount in the Company's interest and responsibility: to authorise the commencement of procurement procedures and to sign calls for tender and specifications and/or letters of invitation; to appoint the Tendering Authority and Selection Boards, also approving associated reports; to definitively award procedures; to sign contracts and authorise and formalise any, necessary and legitimate variation in the limits of plans and budgets/economic frameworks approved periodically by the Board of Directors; to terminate for any cause and withdraw from these procurement contracts;
- i) Enter into contracts for the purchase and sale of registered and non-registered vehicles and machinery, plant and equipment, as well as to dissolve and withdraw from such

contracts; to enter into transport contracts, as well as to dissolve and withdraw from such contracts; to enter into insurance contracts, real estate lease contracts also for a period exceeding nine years and leasing contracts, and to terminate and withdraw from these contracts;

- j) Administer the Company's real estate and property, conclude the lease of real estate also for a period exceeding nine years, rental and sub-concession and leasing contracts, and to terminate and withdraw from these contracts;
- k) Enter into transport contracts, as well as to dissolve and withdraw from these contracts;
- l) Enter into insurance contracts and to terminate and withdraw from these contracts;
- m) Demand and collect receivables, sums and any other dues to the Company from any party and for any amount, issue receipts and releases in the forms required, collect postal and telegraphic money orders, bills and cheques of any kind and for any amount; to proceed to conservatory and enforcement measures; to notify protests; to file applications for a declaration of bankruptcy and lodge claims in insolvency proceedings; to propose actions to claim goods subject to bankruptcy activities; to participate, with a free and discretionary right to vote, in Shareholders' Meetings and meetings of creditors in bankruptcy, in pre-bankruptcy composition or under receivership; to accept compositions, including out-of-court settlements and allotments;
- n) Fulfil formalities and the payment of dues as a result of contractual obligations and all the obligations in general assumed by the Company in compliance with the By-Laws and Board motions, irrespective of their juridical source, type and amount. These expressly include payments determined by law and imposed on the Company, such as, duties, taxes and concession fees and, to this end, to undertake all banking transactions connected to the current account's management, including the signing of cheques and bank transfers, and electronically by means of home banking;
- o) Open and close bank and/or postal accounts, deposit sums and securities in the Company's current accounts, also signing for the withdrawal of bankers drafts at these banks; to endorse cheques, order instruments, deposit and withdraw securities at credit institutions and post office banks, and to make transfers between the Company's current accounts;
- p) Collect postal and telegraphic money orders, warrants and cheques of any kind, and issue receipts, discharges and releases;
- q) Open and close safe-deposit boxes; open bank giro accounts, other separate or special accounts and, where permitted, also foreign currency accounts; to request bank overdraft facilities and credit advances in general; to issue instructions and make withdrawals from these accounts, also by means of bank cheques to the order of third parties to be financed through liquid assets and the granting of loans; to endorse bills of exchange, cheques, promissory notes and bills for discount and for collection; to set up guarantee deposits and issue sureties; to enter into contracts for the lease and use of safe-deposit boxes, cabinets and compartments and to dissolve and withdraw from those contracts; to draw drafts on customers in response to sales made; to set up and withdraw deposits in cash and securities from the *Cassa Depositi e Prestiti* (Deposit and Loan Bank) (and possibly from the relevant temporary deposits of the Director General of the Treasury), collect the accrued interest on company deposits at any *Cassa Depositi*

e Prestiti establishment and issue receipts on the Company's behalf and carry out any transaction that may be necessary, with promise of full ratification and approval and without any liability to the Bank; to request the opening of current account credit facilities or loans in general, also in the form of loans on securities, including: the transfer of guaranteed or non-guaranteed loans in respect of banks, institutions and persons; the assumption of all associated obligations and commitments; to notify banks or other institutions of the total or partial economic and financial situations or of details pertaining to the Company; to proceed with the sale of loans; to request and conclude bank endorsements;

- r) Execute any transaction at the Public Debt, *Cassa Depositi e Prestiti*, the Tax Agency, Post and Telegraph Offices, treasuries, customs, state and private railway operators, airlines, shipping and insurance companies and any public office in Italy or abroad, as well as any other entity or institution if this is assimilated to State Administrations, has parastatal characteristics or has specific guidelines;
- s) Delegate the execution of tasks under his remit to attorneys-in-fact (general and/or *ad acta*), Executives and company employees, determining the forms and limits of responsibilities and powers; to revoke the aforementioned duties and powers wherever appropriate or necessary;
- t) With the joint signature of the Administration and Finance Director, to invest the Company's temporary liquidity by ordering the purchase or sale of public debt securities or transferable securities and financial instruments generally present on regulated markets, as well as their custodial deposit or administration at credit institutions;
- u) For motions within the scope of the Board of Directors, to propose the appointment and dismissal of the parent company's representatives in Group companies' administrative bodies for the best management and administration of these companies.

The General Manager is required to report to the Board of Directors on a quarterly basis on the use of powers conferred through a report on the Company's general performance and through a quarterly report on concluded transactions that entail expenditure commitments for the Company of a value equal to or greater than Euro 250,000.

General Manager Nazareno Ventola was delegated to do all that he considers useful or necessary in the interests of the mandating company in relation to the foregoing, without any exception, so that under no circumstances can insufficiency of powers be contested. With promise of full ratification and approval.

With regard to the aforementioned power of attorney as General Manager already conferred on September 28, 2015 to Mr. Ventola (File. 39976 Volume 22391), on May 9, 2016 (and confirmed on May 3, 2022) the Board of Directors, having heard the opinion of the Board of Statutory Auditors in this regard, clarified and decided that its use by Ventola is not to exceed the value of Euro 500 thousand for transactions related to the issue of sureties and guarantees in general and this, with utmost and substantive conformity to the provisions Article 20.4, letter c) of the current By-Laws.

At its first meeting on May 15, the Board of Directors appointed in April 2025 deemed it appropriate to maintain unchanged the aforementioned power of attorney granted to Mr. Nazareno Ventola in his capacity as a permanent executive and GENERAL MANAGER of AdB S.p.A.

Chief Executive Officer and General Manager Nazareno Ventola is considered to be the main person responsible for the Company's management (Chief Executive Officer) and has not undertaken any directorships in other listed issuers (interlocking directorate).

Disclosure to the Board by Directors/Executive Directors

At the meetings of the Board of Directors dedicated to the approval of the 2025 interim financial results (May 15, 2025, September 8, 2025 and November 13, 2025), the Board of Directors assessed the general operating performance, taking into account the information received from the delegated boards, while also comparing the results with the original forecasts. Reporting is to take place on a quarterly basis.

Other Executive Directors

At the date of this report, no other executive-level Directors were present in addition to the Chief Executive Officer Nazareno Ventola.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this **Report**:*

ESRS 2 - Sec. 19 and 20, the points are general references; specific information is provided in section 22.

ESRS 2 - Sec. 24 This point is the general reference; specific information is provided in section 26.

ESRS 2 - Sec. 26, see point 4.1 - Corporate Governance Model, "Corporate Bodies" section, "Board of Directors", "Control and Risks and Sustainability Committee."

4.7 INDEPENDENT DIRECTORS AND LEAD INDEPENDENT DIRECTOR

Independent Directors

At December 31, 2025 and at the date of this report, there were five Non-Executive and Independent Directors, specifically: Monica Biccari, Annarita Bove, Claudia Bugno, Francesco Minnetti and Carlo Schiavone, who meet these definitions as, pursuant to the CFA and/or the Code, they:

- do not fall under the conditions envisaged by Article 148, paragraph 3 of the CFA;
- are not significant shareholders of the Issuer;
- are not, or have not been in the previous three financial years, Executive Directors or employees

- of the Company,
- of a strategically important subsidiary of the Company, or of a company under common control;
- of a significant shareholder of the Company;
- have not, directly or indirectly, had a significant commercial, financial or professional relationship in the previous three financial years:
 - with the Company or its subsidiaries, or its Executive Directors or Senior Management;
 - with a party that, also together with others through a shareholder agreement, controls the Company; or if the Parent is a company or corporation, with the relevant Executive Directors or Senior Management;
- has not received in the previous three years, from the Company, one of its subsidiaries or the Parent Company, significant additional remuneration with respect to the fixed remuneration for the office and the remuneration provided for participation in the committees recommended by the Code or provided for by the applicable regulations;
- they have not been Directors of the Company for more than nine financial years, including non-consecutive ones, in the last twelve financial years;
- they are not an Executive Director in another company in which an Executive Director of the Company is a Director;
- they are not shareholders or Directors of a company or of an entity belonging to the network of the auditors of the Company;
- are not connected family members of a person in one of the situations referred to in the previous points.

On November 14, 2024, the Issuers' Board of Directors approved the “**Qualitative and quantitative criteria for the analysis of the relationships between the Directors and Aeroporto Guglielmo Marconi di Bologna S.p.A. when assessing the independence requirements pursuant to Recommendation 7, first sentence, letters c) and d), of Article 2 of the Corporate Governance Code**”. For the contents of the Guidelines, see the *Investor Relations* section of the website www.bologna-airport.it.

During the first meeting of the Board of Directors on May 15, 2025, the independence of each Independent Director was assessed in accordance with all criteria envisaged by the Code. The assessment's outcome was communicated to the market through a press release. The Board of Statutory Auditors has positively assessed the applied criteria and fact-finding procedures adopted by the Board.

The Board of Statutory Auditors carried out a similar successful assessment regarding whether its members met the independence requirements for statutory auditors of listed companies as set out by the relevant regulations and the Corporate Governance Code at the same meeting on May 15, 2025, informing the Board of Directors accordingly.

The number and authoritativeness of Independent Directors are such to ensure that their judgement can have a significant weight in the decision-making of the Issuer's Board, in

view of the size and the organisational structure of the Board in office at the date of this report. The Independent Directors have expressly undertaken to disclose any circumstances that might compromise their independence and any grounds for disqualification during their term of office.

The Independent Directors held an independent meeting on December 19, 2025, instigated by Independent Director Monica Biccari. On that occasion, Independent Directors Biccari, Bugno, Minnetti, and Schiavone reviewed the activities of the Board and Committees during 2025, and suggested for the Chairperson's consideration a number of ideas for further improvement with respect to Issuer's prevailing practices.

Chairperson Postacchini thanked the Independent Directors for their comments and insights on governance and the organisation and functioning of the advisory and administrative bodies. In this regard, he reserved the right to conduct an in-depth discussion in this regard in Q1 2026, involving the General Manager and Chief Executive Officer, corporate executives and more generally the offices most involved in the most relevant activities and also engaging the Issuer's legal advisors on corporate governance best practices. On the same occasion, Chairperson Postacchini also noted to those Directors and the entire board, in conclusion, that the Board induction sessions and the manner and timing of information flows in place at the Issue for more than a decade now, as necessary for the proper functioning of the board and internal Board committees - also considering its size and the organisational sizing of its corporate offices - already meet industry best practices in objective terms.

As previously detailed in the 2024 Corporate Governance Report, on March 14, 2025, as the end of its term approached and in view of the submission of slates by shareholders for the renewal of the Board of Directors at the Shareholders' Meeting called for April 29, 2025, the Board resolved to define and update the quantitative and qualitative criteria for assessing the materiality of relevant circumstances under the Corporate Governance Code for the purpose of assessing the independence of Directors. As a result, it approved the "**Guidelines and Recommendations of the Board of Directors on the Quantitative and Qualitative Composition of the Board Of Directors**". For the contents of the Guidelines, see the Investor Relations section of the website www.bologna-airport.it.

Lead Independent Director

As Criterion 2.C.4 of the Code is not satisfied, a Lead Independent Director is not appointed. Moreover, the need to appoint one on a voluntary basis did not emerge from the Board's self-assessment processes carried out during the last three years.

5.0 MANAGEMENT OF CORPORATE INFORMATION

The Board of Directors on July 4, 2016 assigned the update to the Inside Information Management Policy to the Chief Executive Officer in light of the entry into force of the MAR. This policy was reviewed on July 11, 2016 and thereafter further updated with Board motion of December 21, 2017, following the adoption - on October 13, 2017 - by Consob of the "Inside information management guidelines" and provides also for the setting up of the Relevant Information Register and of the Register of Persons with access to inside information (RAP).

On the same date, the Board of Directors appointed the General Manager and Chief Executive Officer, Mr. Nazareno Ventola, as FGIP. This procedure is available on the Company's website on the "Corporate Governance" page of the Investor Relator section. Its implementation and management, in appropriate compliance with the relevant laws and regulations, is guaranteed by the FGIP.

On June 3, 2019, the procedure was further updated, adding to the Regulation changes resulting from the corporate reorganisation that had assigned to the Administration, Finance, Control and IR Department tasks and responsibilities previously allocated to corporate management. Some clarifications were then added to the Operating Procedures that, without altering their structure, support operations in the compliant application of the Market Abuse Regulation and the AdB S.p.A. Regulation.

In December 2023, the Issuer's specific operating procedures in this area were revised to bring them more in line with industry practices and material and significant information flows.

In the meeting of December 15, 2025, in the seventh year of the implementation of the above policy, the Chief Executive Officer Nazareno Ventola in the capacity of IIMF, prepared and presented the "Annual Report" to the Board of Directors.

6.0 INTERNAL COMMITTEES TO THE BOARD (as per Article 123-bis, paragraph 2, letter d) CFA)

On May 9, 2016, the Board of Directors in office as of the Date of the Registration Document appointed from among its members, effective as of the date of their appointment, the remuneration committee (the "**Remuneration Committee**") and the control and risks committee (the "**Control and Risks Committee**"). The internal regulations for the functioning of these committees were approved by the Board of Directors on May 15, 2015 and subsequently amended on March 15, 2021 to bring them into line with the new Corporate Governance Code.

Regulations provide that the aforesaid committees are composed of at least a number of Non-Executive and Independent Directors so as to comply with, in terms of the Board of Directors' composition, the requirements of the Stock Exchange Instruction Regulation (namely, at least two Independent Directors if the Board is composed of up to eight members, three Independent Directors if the Board has between nine and fourteen members and at least four Independent Directors for boards composed of more than fourteen members).

They also lay down procedures for the operation of the committees, setting out specific deadlines for the call notice, the prior sending of information and the drafting and

transcription of minutes.

Committee regulations are available on the Company's website on the Corporate Governance page of the Investor Relations section.

The duration in office for members of the Remuneration Committee and the Control and Risks and Sustainability Committee is deemed equivalent to that of the Board of Directors. No additional internal committees to the Board of Directors are envisaged.

The Board of Directors has defined the duties of the committees and approved their composition. In carrying out their duties, the aforementioned committees shall have the authority to access the information and corporate departments necessary for the performance of their activities, availing themselves of the Company's resources and corporate structures, and their appropriate budget is assured to acquire any expert consultancy advice in the committees' different areas of activities and competence.

As previously mentioned, at the meeting of March 15, 2021, the Control and Risks Committee was given additional functions in the area of sustainability, thus becoming the "**Control and Risks and Sustainability Committee**". The Control and Risks and Sustainability Committee Regulation was updated and approved by the Board of Directors on November 14, 2024.

Additional Internal Board Committees

At its meeting on October 21, 2024, the Board of Directors established two additional internal Board committees with advisory functions, specifically regarding airport investments and airport service quality, as outlined below:

- **Investment Committee**, chaired and coordinated by Director Elena Leti, with the participation of Directors Montrella and Bugno;
- **Quality and Customer Experience Committee**, chaired and coordinated by Director Claudia Bugno, with the participation of Directors Grandi and Leti.

Under the leadership and coordination of their respective Chairs (Leti and Bugno), the Committees carried out targeted studies on specific topics within their remit, engaging in discussions and exchanges with management. Due to their focus on operational and service-related matters, these Committees do not include members of the Board of Statutory Auditors in their meetings. Instead, they involve company managers with technical and process expertise relevant to the matters under discussion and evaluation.

In 2025, the aforementioned committees held the following meetings:

- Investment Committee: January 28, 2025
- Quality and Customer Experience Committee: January 16, 2025 and January 28, 2025.

At the beginning of its term of office, the new Board decided to also entrust these matters, considering their possible relevance in the area of control, risks and sustainability, to the

existing and broad responsibilities of the Control and Risks and Sustainability Committee. This allowed them to be duly integrated with the other risk profiles and enabled the assessment of critical events that occurred in the previous two-year period.

7.0 SELF-ASSESSMENT AND SUCCESSION OF DIRECTORS - APPOINTMENTS COMMITTEE

7.1 SELF-ASSESSMENT AND SUCCESSION OF DIRECTORS

Although it is not a large company, the Board of Directors annually assesses the effectiveness of its activities, the size, composition, and operation of the governing body.

The Board of Directors most recently began on November 13 and completed on December 15, 2025 its assessment on its functioning and upon the functioning of its Committees, considering also elements such as professional characteristics, experience, including managerial, and in general of its members, in addition to their seniority, taking account of mandate experience of less than one year. The self-assessment activities were carried out through the filling out of a comprehensive questionnaire, followed by a Board meeting concerning the outcome of the self-assessment process.

Since 2021, three additional questions on ESG topics have been added to the questionnaire compared to the previous year. Again in 2024, therefore, it was made up of 50 "objective" questions, to which it is possible to answer "YES" (completely satisfied), "YES IN PART" (partially satisfied) and "NO" (dissatisfied) and 22 "qualitative" questions for which there is an answer ranging from "1" to "5", where 5 expresses the maximum evaluation. As in previous years, 4 questions explicitly addressing the Executive Directors were also included. The answers to the "objective" questions were positive for 99.35% of the total (a slight improvement compared to 98.91% in 2024). The "qualitative" questions obtained an average score of 4.59 out of 5 (a slight decrease on 4.70 out of 5 in 2024). The Board of Directors unanimously confirmed the positive assessment of the composition and functioning of the Board, following the results of the annual self-assessment conducted by the Chairperson with the support of company Secretary staff, also receiving from some Independent Directors insights and suggestions for the Chairperson regarding possible opportunities for further improvement of the mechanisms and information flows.

The Board of Directors approved the updated “**Guidelines and Recommendations of the Board of Directors on the Quantitative and Qualitative Composition of the Board Of Directors**” on March 14, 2025, which are published in the *Investor Relations* section of the Issuer's website, www.bologna-airport.it.

The Board of Directors has produced a plan for the succession of the sole Chief Executive Officer and Senior Executive, finalising and approving the procedure to be followed in the event of early termination of the appointment. More specifically, in 2018, the Board of Directors approved the “**Guidelines for the Chief Executive Officer and Senior Executive succession plan**”, for which

“in cases of urgency (i.e. where the CEO is for any reason not in a position to act), the Board of Directors establishes the powers and duties to ensure ordinary and extraordinary management during the transition period. In particular, the Board of Directors:

- (i) *meets urgently for the internal appointment of an Executive Committee, comprising the Chairperson and two members of the Board with consolidated operating and business experience; this Executive Committee is called on the one hand to carry out a proposal and management role regarding any corporate transactions which may not be postponed and, on the other, to guarantee the ordinary management and the operating decision-making normally within the scope of the CEO. The Executive Committee is assigned by the Board the same powers exercised by the CEO;*
- (ii) *identifies within the Executive Committee a Director to undertake a liaison role between the Committee and company structures and to manage external and internal communication, fulfilling also the role of FGIP in accordance with the regulation for the purposes of the inside information processing and circulation regulation; the Board may decide to assign a member of management to support this Director in this role;*
- (iii) *establishes whether to assign to operating management a temporary extension of ordinary operating powers, within the limits of the approved budget and according to company policies.*

The Executive Committee as appointed above, with the support of a specialised consultancy firm designated by the former and, therefore, by the Remuneration Committee, assesses the candidatures (internal and external) and shall submit to the Board of Directors a restricted number of candidates for the final decision.

The Board of Directors, on conclusion of the process, shall co-opt in accordance with law the candidate considered most appropriate and shall approve the appointment and contractual and financial conditions in line with the immediate market, assigning adequate powers and operating duties.”

7.2 APPOINTMENTS COMMITTEE

At the Board of Directors' meeting of May 15, 2025 (in the first meeting since the appointment of the new Board), the Chairperson of the Board of Directors expressed the view that, in accordance with the Board motion of May 9, 2016, an Appointments Committee need not be established. Such a Committee was considered unnecessary in view of the slate voting mechanism set out in the By-Laws, which leaves the decision to shareholders as regards candidates to be proposed for the Administrative Board. For the same reasons, this assessment has not changed and was again confirmed at the beginning of the new Board's term in office.

8.0 DIRECTORS' REMUNERATION - REMUNERATION COMMITTEE

8.1 REMUNERATION OF DIRECTORS

Remuneration Policy

The Remuneration Policy effective until April 29, 2025 was submitted to the Shareholders' Meeting on April 26, 2022, introducing the following amendments to the previous Policy: a)

redefinition of the range of the variable/fixed component ratio for the remuneration of Executive Directors and Senior Executives to 30% - 50%, designed to restrict it and bring it more in line with the actual variable component paid in recent years to the recipients of the Policy.; b) the introduction – in light of the need for action on remuneration policies following extraordinary events – of a more clearly defined and structured process to allow temporary waiver of the Policy in the event of exceptional circumstances that make such waiver necessary in the pursuit of the long-term interests and sustainability of the Company and/or to ensure the Company's ability to stay in the market.

The Shareholders' Meeting of April 29, 2025, approved a new update to the Policy that will apply for the three-year period 2025-2027. This is generally consistent with that of the 2022–2024 cycle, except for (a) certain updates clarifying best practices regarding sustainability and innovation objectives in relation to the variable remuneration component and (b) the flat-rating of the Board of Statutory Auditors' remuneration defined partly in application of the current rules on fair remuneration of the supervisory body, which also provides for an increase of between 20% and 40% in the Chairperson's remuneration compared to that of the other members of the Board of Statutory Auditors, in view of his/her role and commitment to the internal Board Committees.

The current Policy is set to expire at the Shareholders' Meeting for the approval of the financial statements at December 31, 2027, scheduled for 2028, on which date the new Policy, previously approved by the Board of Directors upon the proposal of the Remuneration Committee, will be submitted to the Shareholders' Meeting.

Remuneration of Executive Directors and Top Management

The Remuneration Report drawn up as per Article 123-ter of the CFA which will be published, in accordance with law, during the next Shareholders' Meeting called to approve the financial statements as at December 31, 2025, will include details on: (i) remuneration of any type and in any form allocated by the Issuer to the members of the Board of Directors, Senior Executives and the Board of Statutory Auditors; (ii) information on the remuneration policy, on the remuneration of Executive, Non-Executive and Independent Directors, Senior Executives and the Board of Statutory Auditors and updating proposals; (iii) other incentive mechanisms provided by the Company, and (iv) indemnities due in the event of resignation, dismissal or conclusion of employment following a public tender offer.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS 2 - Sec. 27 This point is the general reference; specific information is provided in section 29.

ESRS 2 - Sec. 29, see point 4.1 Corporate Governance Model, "Remuneration Committee" section.

Indemnity of the Directors in case of dismissal and termination of employment following a public tender offer (as per Article 123-bis, para. 1, letter i) of the CFA)

The following indemnities are provided for Executive Directors and the Chairperson of the

Board of Directors of Aeroporto di Bologna in the case of the early resolution of employment. As the company is considered “of smaller size” as per Article 3, paragraph 1, letter f of Consob Regulation No. 17221 of March 12, 2010, the information on indemnities is provided only for the above-stated two categories:

- (a) to the sole Chief Executive Officer and General Manager Nazareno Ventola an indemnity arises in the case of the early resolution of employment as General Manager and is equal to two years gross annual salary, each calculated as the Gross Annual Remuneration at the date of resolution of employment, plus one-half of the last three-year period as the annual variable bonus and long-term incentive. The awarding of the indemnity is not linked to performance parameters. The right to the indemnity matures where employment is resolved by the Company - also as part of a collective dismissal - for objective reasons, or technical, organisational and productive reasons, including restructurings, reorganisations, reconversions, also in the case of crisis or admission to examinership proceedings, the discontinuation of the role of General Manager or for reasons or fault owing to the Executive not qualifying as a just cause for the resolution of employment with immediate effect, and independently of verification of whether such resolution is justified or not.

8.2 REMUNERATION COMMITTEE

The Board of Directors, elected at the Shareholders’ Meeting of April 29, 2025, appointed as members of the Remuneration Committee the Non-Executive and Independent Directors Monica Biccari and Claudia Bugno. The latter also held the role of Chairperson of the Committee. The Committee was completed by Ms. Giada Grandi, Non-Executive Director.

Composition and functioning of the Remuneration Committee (as per Article 123-bis, paragraph 2, letter d) CFA)

All members of the Remuneration Committee have adequate knowledge and experience in financial matters.

The Company adopted the corporate motions on Remuneration Policy pursuant to Article 123-ter, paragraph 3, point (a) of the CFA. The current Policy, on the new proposal of the Remuneration Committee, also complies with the provisions introduced by Legislative Decree No. 49/2019 and the relative applicable regulatory provisions and was approved by the Shareholders’ Meeting held on April 29, 2025 called to approve the 2024 financial statements. The Policy approved by the Shareholders’ Meeting as outlined above is valid for three years, unless newly proposed for revision.

In addition, the Company - as per Article 123-ter of the CFA and Article 84-quater of the Issuers’ Regulation, is required to annually prepare a Remuneration Report and section two of this Report will be subject to a non-binding vote, as provided for by the amendments introduced by Legislative Decree No. 49 of May 10, 2019.

In 2025, the composition of the Remuneration Committee changed following the renewal of the Board of Directors on April 29, 2025; it met a total of 7 times. The average duration of

the Committee meetings was one hour and 56 minutes.

The Committee appointed by the Board of Directors elected on April 29, 2025 held five meetings, and the attendance of its members is detailed in the following table:

Name	Office	% attendance of members of the Board of Directors at Remuneration Committee meetings
Claudia Bugno	Chairperson**	71% (100% in the term)
Monica Biccari	Member**	71% (100% in the term)
Giada Grandi	Member	57% (80% in the term)

The Committee appointed by the outgoing Board of Directors held two meetings, and the attendance of its members is detailed in the following table:

Name	Office	% attendance of members of the Board of Directors at Remuneration Committee meetings
Giovanni Cavallaro	Chairperson	29% (100% in the term)
Giada Grandi	Member	29% (100% in the term)
Laura Pascotto	Member	0% (0% in the term)

The meetings were appropriately minuted.

At the meetings of the Remuneration Committee, on the invitation of the Committee's Chairperson, non-members, Company Executives and, as established by the Committee Regulation, the Chairperson of the Board of Statutory Auditors, or his/her replacement or a differing member of the Board of Statutory Auditors, attended. The Committee, on the proposal of the Committee's Chairperson, appointed as Secretary the Legal and Corporate Affairs Manager Silvia Piccorossi, who was assigned the duty to assist the Committee in the undertaking of its activities.

In 2025, the Committee was able to access the information and departments necessary to carry out its tasks, availing of the collaboration of the managers of the Legal and Corporate Affairs, Human Resources and Administration, Finance and Control areas.

Functions of the Remuneration Committee

The Remuneration Committee is a body that provides consultation and recommendations with the main aim of formulating proposals to the Board of Directors for the definition of the remuneration policy for Directors and Senior Executives.

The duties referred to in Article 5 of the Corporate Governance Code are within the remit of the Remuneration Committee and, specifically, it:

- a) makes proposals to the Board of Directors regarding the Company's policy on the

remuneration of Directors and Senior Executives in accordance with the recommendations of the Corporate Governance Code;

- b) periodically evaluate the adequacy, the overall compliance and the application of the remuneration policy of Directors and Senior Executives, utilising for this latter issue the information provided by the Chief Executive Officers; draws up for the Board of Directors related proposals;
- c) Presents proposals or expresses opinions to the Board of Directors on the remuneration of Executive Directors and other Senior Directors, as well as on the setting of performance targets linked to this remuneration's variable component; it monitors the application of decisions adopted by the Board and checks, in particular, the actual achievement of performance targets.

In the performance of its duties, the Remuneration Committee is authorised to access the information and corporate departments necessary for the performance of its duties, including through the use of external consultants.

Directors do not participate in Remuneration Committee meetings in which proposals concerning their remuneration are drawn up for the Board of Directors.

In 2025, the Remuneration Committee primarily focused on the finalisation of annual and medium-to-long-term incentive plans, and on the assignment of appropriate and challenging targets for Executive Directors and Senior Executives, aligned with the strategies defined by the Board of Directors.

At the date of preparing this report, the Committee had drafted and submitted the new 2026-2028 LTI to the Board of Directors, in addition to the annual 2026 MBO target for Senior Executives. In 2025, the Committee also acquired an updated remuneration benchmark, commissioned from a specialised company in relation to the remuneration of the Chairperson of the Board of Directors and the Chairpersons of the internal Board committees. A Board resolution to update the remuneration of the Senior Executive, including with a view to retention, was adopted at the Board meeting held on June 7, 2024, following a proposal by the Remuneration Committee.

As described above, the Committee also prepared and proposed an update to the Remuneration Policy to the Board at the start of 2025, which was subsequently approved by the Board of Directors on March 14, 2025. The proposed Remuneration Policy, covering the 2025–2027 period, is generally consistent with that of the 2022–2024 cycle, except for (i) certain updates clarifying best practices regarding sustainability and innovation objectives in relation to the variable remuneration component and (ii) the flat-rating of the Board of Statutory Auditors' remuneration defined partly in application of the current rules on fair remuneration of the supervisory body, which also provides for an increase of between 20% and 40% in the Chairperson's remuneration compared to that of the other members of the Board of Statutory Auditors, in view of his/her role and commitment to the Committees.

Following the renewal of the Board of Directors in April 2025 and based on updated specific benchmarks, the Remuneration Committee summarised a proposal for the remuneration of Board Chairpersons (non-executive) and members of Board Committees of companies comparable to AdB (in terms of related business fields, size, turnover and overall exposure and risk profile, including by evaluating listed Issuers). This was approved by the Board of Directors at its meeting on December 15, 2025.

The Chairperson of the Committee always reported to the Board on the activities carried out by the Committee at the next appropriate meeting.

9.0 INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM - CONTROL AND RISKS COMMITTEE

The Internal Control and Risk Management System adopted by Aeroporto di Bologna consists of a set of rules, procedures and organisational structures aimed at the effective and efficient identification, measurement, management and monitoring of the main risks, in order to contribute to the sustainable success of the Company. An effective Internal Control and Risk Management System ensures, *inter alia*, the reliability of all information (not just of a financial nature) provided to the corporate bodies and to the market.

In accordance with the Corporate Governance Code, the Internal Control and Risk Management System adopted by Aeroporto di Bologna involves, each within their own scope, the following main contributors:

- (a) the Board of Directors, which directs and assesses of the System's adequacy;
- (b) the Chief Executive Officer, responsible for setting up and maintaining the Internal Control and Risk Management System, as described in paragraph 9.1 below;
- (c) the Control and Risks and Sustainability Committee, set up within the Board of Directors, with the task of supporting the Board's assessments and decisions on the Internal Control and Risk Management System and approving the periodic financial and non-financial reports, referred to in paragraph 9.2;
- (d) the Internal Audit Manager, appointed to verify if the Internal Control and Risk Management System is functional, adequate, and consistent with the guidelines set out by the Board of Directors, as per paragraph 9.3;
- (e) the other corporate functions involved in the controls (such as the risk management and legal and non-compliance risk control functions), broken down in relation to the size, sector, complexity and risk profile of the Company;
- (f) the Board of Statutory Auditors, which oversees the efficacy of the Internal Control and Risk Management System.

The Board has a key role in assessing the effective functioning of the internal control and risk management system, which may take on particular importance with regards to the sustainability of the issuer's operations over the medium/long-term. Amid particular circumstances, the Board acquires the information necessary and adopts all required measures for the protection of the company and market disclosure.

The Internal Control and Risk Management System includes, as an integral component, the Organisation, Management and Control Model as per Legislative Decree No. 231/2001, latterly updated with Board resolution of July 8, 2024 (see paragraph 9.4 below).

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this **Report**:*

ESRS 2 - Sec. 19 and 20, the points are general references; specific information is provided in section 22.

ESRS 2 - Sec. 22, see point 4.1 Corporate Governance Model, "Control and Risks and Sustainability Committee" section and section 4.1.1 Sustainability Governance, section 4.2.1 "Risks management and internal controls over Sustainability Statement".

ESRS 2 - Sec. 24 This point is the general reference; specific information is provided in section 26.

ESRS 2 - Sec. 26, see point 4.1 - Corporate Governance Model, "Corporate Bodies" section, "Board of Directors" "Control and Risks and Sustainability Committee".

ESRS 2 - Sec. 34 see point 4.2 Ethical Business Management, Section 4.2.1 "Risk Management and Internal Controls over Sustainability Statement".

ESRS 2 - Sec. 36, see point 4.2 Ethical Business Management, Section 4.2.1 "Risk Management and Internal Controls over Sustainability Statement".

ESRS 2 - Appendix A - AR 5 This point is not explicitly reported in the Sustainability Statement because it represents optional application requirements regarding information already reported.

9.1 CHIEF EXECUTIVE OFFICER

On May 15, 2025, the Board of Directors of the Issuer reconfirmed the Chief Executive Officer Nazareno Ventola as the Director in charge of the Internal Control and Risk Management System, assigning the functions set out under Article 6, Recommendation 34 of the Code.

In 2025, the Chief Executive Officer implemented the guidelines defined by the Board, and supervises the update and management of the Internal Control and Risk Management System, constantly verifying its adequacy and efficiency and, in addition, adapting it to the operating conditions and the legislative and regulatory framework.

In 2015, the Chief Executive Officer launched an Enterprise Risk Management (ERM) project.

Since 2018, the ERM methodology has strengthened the links between corporate risks and business strategy, identifying appropriate mitigation actions in relation to the main risks identified, while also evolving and updating the governance of the process. According to the model's approach, process owners, identified based on the Company's strategic objectives, are responsible for identifying and monitoring the main risks under evaluation. The risks are assessed for their probability and impact on four main aspects: economics, reputation, operations and sustainability. In addition, coverage of risks relating to the Legislative Decree No. 254/2016 areas ("ESG risks") was taken into account when identifying and assessing risks.

During 2025, the Board of Directors assessed and approved the updated ERM at a meeting on February 24, 2025, subsequently receiving information on the half-yearly update through a report by the Chairperson of the Control and Risks and Sustainability Committee on September 8, 2025. Finally, at a meeting on February 16, 2026, the Board of Directors had the opportunity to assess and approve the updates made to the identification and analysis matrix of the main corporate risks proposed by the Chief Executive Officer.

Finally, on March 16, 2026, having also received the favourable opinion of the Control and Risks and Sustainability Committee, the Board expressed its unanimous assessment of the adequacy and effectiveness of the Internal Control and Risk Management System of the business and its risk profile in pursuit of the company's strategic objectives.

As part of the role, the Chief Executive Officer Nazareno Ventola was also assigned broad powers to ensure the independence of the Internal Auditing function, the adequate provision of resources, competencies and know-how to this function and its adequate access to data, information and company systems and assets, without any restrictions; this combines with the power to request the Internal Auditing function to carry out verifications on specific operating areas and on compliance with internal rules and procedures in executing company operations, while at the same time reporting to the Chairperson of the Board of Directors, to the Chairperson of the Control and Risks and Sustainability Committee and to the Chairperson of the Board of Statutory Auditors.

In 2025 and until the date of this report, the Chief Executive Officer Nazareno Ventola, reported in a timely manner to the Board of Directors regarding problems and issues arising in the undertaking of their activities so as to ensure that the Board of Directors may take appropriate initiatives. The activities of the Director in charge of the Internal Control and Risk Management System were overseen in 2025 by the Control and Risks and Sustainability Committee and by the Board of Directors, which monitored the controls proposed to manage company risks, considering in particular (i) whether the main risks for the organisation have been adequately identified; (ii) whether these risks have been properly assessed (in terms of impacts); (iii) how these risks are managed or mitigated; (iv) whether timely appropriate remedial actions have been taken regarding the failures and gaps.

The main company risks are consistently monitored and the Chief Executive Officer periodically submits them for the review of the Control and Risks and Sustainability Committee and the Board of Directors.

9.2 CONTROL AND RISKS AND SUSTAINABILITY COMMITTEE

Composition and operation of the Control and Risks and Sustainability Committee (as per Article 123-bis, paragraph 2, letter d) CFA)

The Board of Directors elected at the Shareholders' Meeting of April 29, 2025 appointed as members of the Control and Risks and Sustainability Committee the Non-Executive and Independent Directors Claudia Bugno, Giada Grandi, and Monica Biccari, the latter as Chairperson of the Committee.

In the Issuer's opinion, as at the date of their appointment, all members of the Control and Risks and Sustainability Committee had adequate knowledge and experience in accounting and financial matters or in risk management.

In 2025, the Control and Risks and Sustainability Committee met on eight occasions. The average duration of the Committee meetings was one hour and 39 minutes.

The Committee appointed by the Board of Directors elected on April 29, 2025 held five meetings, and the attendance of its members is detailed in the following table:

Name	Office	% attendance of members of the Board of Directors at Control and Risks Committee meetings
Monica Biccari	Chairperson	63% (100% in the term)

Claudia Bugno	Member	63% (100% in the term)
Giada Grandi	Member	63% (100% in the term)

The Committee appointed by the outgoing Board of Directors held three meetings, and the attendance of its members is detailed in the following table:

Name	Office	% attendance of members of the Board of Directors at Control and Risks Committee meetings
Laura Pascotto	Chairperson	38% (100% in the term)
Elena Leti	Member	38% (100% in the term)
Giovanni Cavallaro	Member	13% (33% in the term)

The meetings were appropriately minuted.

At the meetings of the Control and Risks and Sustainability Committee, on the invitation of the Chairperson, non-members, including the Internal Audit Manager and some company Executives and the Executive Officer for Corporate Reporting and the Chief Executive Officer and, therefore, the Chairperson of the Board of Statutory Auditors, or his/her replacement or a differing member of the Board of Statutory Auditors, attended. The Committee, on the proposal of the Committee's Chairperson, appointed as Secretary the Legal and Corporate Affairs Manager Silvia Piccorossi, who was assigned the duty to assist the Committee in the undertaking of its activities.

Duties of the Control and Risks and Sustainability Committee

The Control and Risks and Sustainability Committee provides consultation and recommendations and supports the evaluations and decisions of the Board of Directors concerning the Internal Control and Risk Management System, in addition to those concerning the approval of the relative periodic financial and non-financial reports.

In exercising its functions with respect to related party transactions, the Committee, in assisting the Board of Directors, performs the functions and assessments set out in the Related Party Transactions Policy adopted by the Company's Board of Directors on April 13, 2015, updated on June 28, 2021, and set out in the Consob Regulation adopted by Resolution No. 17221 of March 12, 2010, as subsequently amended and supplemented.

As laid down by the Regulation, in the exercise of its functions regarding control, risks and sustainability the Committee supports the Board of Directors, and its tasks include:

- a) assessing - having heard the opinion of the Executive Officer for Financial Reporting and having consulted the Independent Auditors and the Board of Statutory Auditors - the correct use of the accounting standards and their uniformity with regard to the preparation of the consolidated financial statements, prior to their approval by the Board of Directors;

- b) assessing the suitability of periodic financial and non-financial information to correctly represent the Company's business model, strategies, the impact of its activities and the performance achieved, also for the purpose of assessing the Internal Control and Risk Management System;
- c) expressing opinions on specific aspects concerning the identification of the main corporate risks and support the assessments and decisions of the Board of Directors concerning the management of risks deriving from prejudicial facts of which the Committee or the Board of Directors become aware;
- d) monitoring the autonomy, adequacy, effectiveness and efficiency of the Internal Audit function and supervising its activities, in relation to the duties of the Board in this regard, so that they are carried out ensuring the maintenance of the necessary conditions of independence and with due objectivity, competence and professional diligence in compliance with international standards.

In this regard, the Committee:

- annually assesses whether the Internal Audit Manager continues to possess the characteristics of good standing, professionalism, competence and experience that were recognised at the time of appointment;
 - examines the periodic reports and those of particular importance drawn up by the Internal Audit function, containing adequate information on the activities carried out, the way in which risk management is conducted, compliance with the plans defined to reduce risks, and an assessment of the suitability of the Internal Control and Risk Management System;
 - assesses the critical issues pointed out and the remarks made by the Internal Audit function, promptly informing the Board of Directors in the event of serious anomalies or shortcomings and drafting proposals in this connection;
 - if necessary, entrusts the Internal Audit function with the carrying out of checks on specific operational areas, notifying the Chairperson of the Board of Statutory Auditors at the same time;
- e) reporting to the Board of Directors, at least on the occasion of the approval of the annual and half-yearly financial reports, on the activities carried out and on the adequacy of the Internal Control and Risk Management System.

The Board of Directors also appoints the Committee to support it in the activities of:

- laying down the guidelines for the Internal Control and Risk Management System in line with the Company's strategies, and assessing, at least once a year, the adequacy of the system in relation to the Company's characteristics, the risk profile assumed and its effectiveness;
- appointing and removing the Internal Audit Manager, deciding on his or her remuneration in line with company policies, and on the adequacy of the resources allocated to him or her to carry out his or her duties, issuing a favourable opinion on the proposals made by the Director responsible for the Internal Control and Risk Management System;

- approving, at least once a year, the work plan prepared by the Internal Audit Manager, after consulting the Board of Statutory Auditors and the Chief Executive Officer;
- evaluating the findings set out by the independent audit firm in their letter of suggestions, if any, and in their report on key issues arising during the statutory audit, after consultation with the supervisory body;
- description, in the framework of the annual Corporate Governance Report, of the main features of the Internal Control and Risk Management System and the coordination methods between the subjects involved, indicating the reference models and national and international best practices, expressing its own assessment of the overall adequacy of the same.

In the performance of its duties, the Control and Risks and Sustainability Committee is authorised to access the information and corporate departments necessary for the performance of its duties, including through the use of external consultants.

In the exercise of its sustainability functions, the Committee ensures that the Board of Directors is adequately supported in its goals of pursuing sustainable success with the analysis of issues relevant to the generation of long-term value within the Company's and the Group's plans. To do so, the Committee:

a) reviews and assesses:

- the sustainability strategies and policies proposed by the Executive Director and Senior Executive to create value over time for shareholders and all other stakeholders over a long-term horizon, in compliance with the principles of sustainable development; this is also with a view to supporting the Board of Directors to draw up periodic assessments, appropriate updates and any strategic revisions to business plans;
- the processes and organisation designated by the Executive Director and Senior Executive to support the periodic updating and execution of sustainability plans;
- the disclosure of non-financial information pursuant to Legislative Decree No. 254/2016 and the CSRD, in terms of adequate representation of the Company's sustainability strategies and associated impacts and performance;
- the effective incorporation of ESG aspects into the ERM matrix;
- the Company's stakeholder engagement policies;

(b) monitors the Company's policies and positioning on sustainability issues, including with reference to the Company's position in the sectoral ethical sustainability indices, and in comparison with significant peers;

c) reviews any sustainability initiatives included in agreements submitted to the Board of Directors;

d) gives advice on other sustainability issues at the request of the Board.

In 2024, the Control and Risks and Sustainability Committee mainly worked to: assess the documentation for the Issuer's sustainability plans and the proposed new sustainability

initiatives and their impact on business plans; evaluate matters from the perspective of impact materiality and assess risks and opportunities from the perspective of financial materiality; evaluate the main risks to the Issuer, including overseeing periodic updates to them and the identification of potential mitigation actions; assess the accounting standards underlying the financial reports; review the Issuer's Related Party Transactions (as further detailed in Section 10); express an opinion on the Code of Conduct for Suppliers and Business Partners; examine periodic reports from the Internal Audit function, in addition to monitoring its activities, independence and adequacy. The Committee also conducted preliminary analyses and activities in preparation for the implementation of the CSRD and monitored its progress. The Committee had access to the information and departments required for the undertaking of their duties. For the undertaking of its functions, adequate resources were made available to the Control and Risks and Sustainability Committee. The Chairperson of the Committee reported to the Board on the activities carried out by the Committee at the next appropriate meeting.

9.3 INTERNAL AUDIT MANAGER

The Board of Directors, at the meeting of December 22, 2015, confirmed the appointment of Sonia Giannone as the Internal Audit Manager. This appointment was made on the proposal of the Director in charge of the Internal Control and Risk Management System, following approval by the Control and Risks Committee and the Chairperson of the Board of Directors, having consulted the Board of Statutory Auditors (Application criterion 7.C.1 of the previous applicable Self-Governance Code). The Control and Risks and Sustainability Committee confirmed the positive assessment of the good standing, professionalism, competence and experience of the Internal Audit Manager at the meeting of March 14, 2025, and most recently on March 16, 2026.

The Board of Directors, having received the positive opinion of the Control and Risks and Sustainability Committee and having consulted the Chief Executive Officer and the Board of Statutory Auditors, approved on December 2, 2025 an update of the Internal Audit Charter containing the Mandate of the Internal Audit function, which defined its powers and purposes and the function's responsibilities.

As described above, the Control and Risks and Sustainability Committee monitors the independence, adequacy, efficacy and efficiency of the internal audit function and oversees its operations, in relation to the duties of the Board in this regard, so that such are carried out so as to ensure the maintenance of the necessary independence and the due objectivity, competence and professional diligence required.

The Board, on the proposal of the Chief Executive Officer, having received the favourable opinion of the Control and Risks and Sustainability Committee and having consulted the Board of Statutory Auditors, set the remuneration and incentives for the Internal Audit Manager, in line with company policies, at the meeting of March 14, 2025, and at the session of March 16, 2026.

The Internal Audit function consists exclusively of the manager in 2025.

The Board of Directors assigned the Internal Audit function with a 2025 budget for the execution of its duties of a total of Euro 110,000 annually; at the meeting of March 14, 2025, on the proposal of the Chief Executive Officer and having received the favourable

opinion of the Control and Risks and Sustainability Committee and of the Chairperson of the Board of Directors, while also having consulted the Board of Statutory Auditors, it assessed the adequacy of the resources assigned to the function to undertake its responsibilities.

On September 8, 2025, at the request of the Control and Risks and Sustainability Committee, the Board of Directors approved an allocation of extra financial resources in the amount of Euro 36,000 to carry out additional internal auditing activities requested by the newly appointed Committee itself.

With regard to the resources allocated to the function in 2025 totalling Euro 146,000, approximately Euro 153,000 were used during the year.

The Internal Audit function conducts its activities in accordance with the Internal Audit Charter, the company's governance system, the Corporate Governance Code (Article 6), and - to the extent possible - the Global Internal Audit Standards 2024 issued by the Institute of Internal Auditors (IIA).

Aeroporto di Bologna's Internal Audit function is responsible for verifying the functioning and adequacy of the Internal Control and Risk Management System.

Generally, all activities, operations and processes carried out by the Airport are subject to internal review by the Internal Audit function.

The Board of Directors is not responsible, nor participates in the management of any of the operating areas, reporting hierarchically to the Board of Directors, while functionally reporting to the Control and Risks and Sustainability Committee and administratively to the Chief Executive Officer, while interacting with the Board of Statutory Auditors.

The Internal Audit function has direct access to all information relevant to the performance of its duties.

The Internal Audit Manager of Aeroporto di Bologna pursues the aims of the function mainly by: (i) drawing up the Internal Audit plan, on the basis of a structured process of analysis and prioritisation of the main risks, through which s/he verifies the operation and suitability of the Internal Control and Risk Management System, including the reliability of information systems, including accounting systems; the plan is submitted to the Board of Directors for approval, subject to the favourable opinion of the Control and Risks and Sustainability Committee and after hearing the opinion of the Board of Statutory Auditors and the Chief Executive Officer of the Internal Control and Risk Management System, and is then forwarded to the Company's management; (ii) enacting the Company's Internal Audit plan; to this end, s/he plans and carries out auditing, assessment and consulting activities; (iii) carrying out extraordinary verification activities, i.e. those not contemplated in the Plan, (iv) preparing periodic reports containing adequate information on its activities, on the way in which risk management is conducted and on compliance with the plans defined for their containment, as well as containing an assessment of the suitability of the Internal Control and Risk Management System. These reports shall be forwarded to the Chairpersons of the Control Body, the Control and Risks Committee and the Board of Directors, and to the Chief Executive Officer, except in cases where the subject matter of such reports specifically relates to the activities of such persons; (v) monitoring and assessing the state of progress in implementing the recommendations from audits performed.

The Internal Audit function in addition works with the Supervisory Board in the execution of its assigned duties and functions, in particular supporting the Supervisory Board in the maintenance and effective application of the Organisation, Management and Control Model as per Legislative Decree No. 231/2001, while in addition the Internal Audit Manager undertakes secretarial duties, with minuting functions, for the Supervisory Board.

During 2025, the Internal Audit Manager carried out the following main activities: (i) implementation of the activities set out in the Internal Audit Plan; (ii) support in the updating and maintenance of the Organisation, Management and Control Model pursuant to Legislative Decree No. 231/2001 of the Issuer and two of its subsidiaries (FFM S.p.A. and TAG Bologna S.r.l.); (iii) performance of the office of single-person Supervisory Board in the subsidiary FFM S.p.A.; (iv) performance of the office of single-person Supervisory Board in the subsidiary TAG Bologna S.r.l.

In addition, operating segments of the Internal Audit function were not systematically assigned to external parties, although in 2025 the financial resources available were used for the assignment of certain audit tasks to qualified external parties, under a co-sourcing arrangement, carried out under the guidance of the Internal Audit Manager. The appointed outsourcers, meeting adequate professional standing, independence and organisational standards, in 2025 included:

- Deloitte & Touche
- Deloitte Consulting S.r.l.
- Karalis Consulting S.r.l.
- Maurizio Messina.

The Internal Audit Manager assessed the knowledge, capacity and skills necessary for the undertaking of specific responsibilities, principally considering the reputation of suppliers, in addition to their positive track record based on the satisfactory undertaking on behalf of Aeroporto di Bologna of previous internal control and compliance projects.

9.4 ORGANISATION SYSTEM as per Legislative Decree No. 231/2001 AND ETHICS CODE

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS G1 - see paragraph 15 Business Conduct.

The Board of Directors, by resolution of November 28, 2008, adopted an Organisation, Management and Control Model as per Legislative Decree No. 231/2001, subsequently updated on a number of occasions following legislative and organisational changes and latterly with Board motion of July 8, 2024.

This organisational model comprises a general section, including a number of annexes, and a special section. With regards to the general section of the organisational model of the Company, this section, in addition to setting out the impact and content of Legislative Decree No. 231/2001 for the Company, contains: (i) the objectives and means for the verification and updating of the model; (ii) the organisation and the functioning of the Supervisory Board; (iii) the communication and training processes introduced by the Company; (iv) the functioning of the penalty system; (v) the Ethics Code (Annex 1 of the Model); (vi) the description of the offences and administrative infringements as per Legislative Decree No. 231/2001 (Annex 2 of the Model); (vii) an Anti-Corruption Policy (Annex 3 of the Model); (viii) an Anti-Laundering Policy - AML (Annex 4 of the Model). The Company also updated a specific Whistleblowing Policy on July 8, 2024.

The special section identifies the at risk areas, setting general rules and containing a set of conduct principles and rules, control instruments and direct organisational procedures to ensure, as far as possible, the prevention of the committal of offenses.

The principles adopted by the Company to prepare and update company protocols/procedures are as follows: (i) the formal assignment of responsibilities; (ii) signatory powers and internal authorisation powers: these should be assigned on the basis of formalised rules, together with the organisational and management responsibilities and with a clear indication of spending limits; (iii) separation of duties and functions: the parties authorising the operation, undertaking the operation and reporting and controlling upon it should be separate; (iv) traceability: the acts and the information/documentary sources utilised in support of the activity carried out should be re-constructible, guaranteeing the transparency of the decisions made; all operations should be documented during all phases so that verification and control is always possible. Verification and control should in turn be documented through the preparation of minutes; (v) archiving/maintenance of documents: the documents concerning the risk area activities should be archived and maintained by the relevant Department/Function Manager or by a delegate, in a manner which ensures that access to third parties without express authorisation is not permitted. The documents officially approved by the corporate bodies and by the subjects authorised to represent the Company in dealings with third parties cannot be modified, except in the cases indicated by the procedures and in any case in such a way that the modifications made can always be traced; (vi) confidentiality: access to the documents already filed is allowed to the Head of the Department/Function and to the subject delegated by him/her, as well as to the members of the Supervisory Board, the Board of Directors, the Board of Statutory Auditors and the independent audit firm, to the Internal Audit function and to the Ethics and Anti-Corruption Committee.

Annex 2 of the Model contains a description of potential offences, including the following categories: (i) against the Public Sector; (ii) IT and the unlawful processing of data; (iii) organised criminality; (iv) counterfeiting of coinage, legal tender, duty stamps and means or tokens of identification; (v) against industry and commerce; (vi) corporate crimes, corruption between parties and instigation to corruption between parties; (vii) with the purposes of terrorism or subversion of the democratic order; (viii) female genital organ mutilation; (ix) defamation and illicit intermediation and labour exploitation; (x) market abuse; (xi) culpable homicide and serious or very serious injury committed in violation of the injury prevention and hygiene and workplace safety protection rules; (xii) money laundering and the receipt and use of money, property or assets of criminal origin and self-laundering; (xiii) non-cash payment instruments; (xiv) copyright violation; (xv) inducements to not provide accounts or to provide false accounts to the authorities; (xvi) environmental offences; (xvii) the

employment of illegal aliens; (xviii) crimes of racism and xenophobia; (xix) fraud in sporting competitions, gaming, gambling or betting abuse; (xx) tax crimes; (xxi) smuggling (xxii) offences against cultural heritage; (xxiii) transnational offences.

The Organisation, Management and Control Model pursuant to Legislative Decree No. 231/2001 is available on the Company's website on the following page <http://www.bologna-airport.it/it/la-societa/profilo-aziendale/amministrazione-trasparente/modello-di-orgne-231-e-codice-etico.aspx?idC=61878&LN=en-IT>.

At the Board of Directors meeting on December 17, 2024, the Supervisory Board was reappointed in its entirety for the three-year period 2025-2027, in the persons of (i) Mr. Massimo Coliva, as Chairperson; (ii) Mr. Alessandro Ricci, as member; (iii) Ms. Antonella Rimondi, as member.

The Supervisory Board has independent powers of initiative and control, as set out by Article 6 of Legislative Decree No. 231/2001.

The Internal Audit Manager carries out Board secretarial duties, including minuting functions and constant operative support for the Board.

The Ethics Code of the company, annexed to the Organisation, Management and Control Model as per Legislative Decree No. 231/2001, was latterly reviewed on July 8, 2024.

From 2014 the Company decided to apply to its internal control systems a number of principles set out in Law 190/2012, including them in the Organisation, Management and Control Model as per Legislative Decree No. 231/2001.

With regards to "anti-corruption" risks potentially impacting the operations of the Issuer in active/passive or public/private forms, and although public control is no longer exercised over Aeroporto di Bologna following the Issuer's stock market listing of July 14, 2015, the Board of Directors of Aeroporto di Bologna confirmed, in terms of voluntary compliance, its ongoing commitment to the anti-corruption system based on Model ex Legislative Decree No. 231/2001.

With the new Anti-Corruption Policy (updated most recently on July 8, 2024 and included in the Organisation Model, replacing the previous 2014-2017 Anti-corruption Plan), the Board of Directors has continued to place a high priority on the prevention of all offenses covered by Law 190/2012, extending its prevention of corruption activities to public and private parties, with regards to active and passive violation, concerning the range of activities carried out and focusing on:

- conduct which may give rise to an abuse of powers/functions assigned to employees to gain a private advantage;
- the conduct of employees in which there is a risk of corruption of a third party, public or private, in order to generate an unlawful interest or advantage for the Company.

The *pro-tempore* Transparency and Anti-corruption Manager Ms. Silvia Piccorossi, the Legal and Corporate Affairs Manager, until December 31, 2017 was therefore, following the conclusion of mandate assigned for two biennial mandates, replaced by the Anti-Corruption and Ethics Committee, the body which, appointed on December 21, 2017 by the BoD, with beginning of mandate on January 1, 2018 and reconfirmed by the Board on December 20,

2023, has the duty to monitor and verify the effective implementation of the Anti-Corruption Policy and its appropriateness, particularly with regards to the responsibility of:

- verifying the effective implementation of the policy and its appropriateness;
- defining appropriate procedures to hire and train employees operating in sectors particularly exposed to corruption;
- proposing amendments to the policy in the case of major violations or changes to the organisation;
- promoting internal mobility or alternative measures for positions in which the risk of the committal of corruption offenses is greatest; identifying personnel to undergo training courses on the issues of ethics and legality;
- identifying personnel to undergo training courses on the issues of ethics and legality;
- overseeing the publication obligations upon the Company, also with regards to declaring their satisfaction;
- managing reports under its remit on unlawful conduct and protecting confidentiality of the data of the person filing the report in compliance with the Whistleblowing Policy.

For the renewed 2024-2026 three-year period, the Anti-Corruption and Ethics Committee is composed of Silvia Piccorossi, Head of Legal, Corporate and Procurement Affairs, in the capacity of Chairperson, Marco Verga, Organisation and People Development Director, as member and Sonia Giannone, Internal Audit Manager, as member.

It should also be noted that since 2016 the Company has considered it advisable to set up an internal employee reporting system for any irregularities or violations of applicable law and internal policies (whistleblowing system). This ensures a specific and confidential information channel, as well anonymity for the person filing the report. The channels provided for by the whistleblowing system include an IT platform for handling reports. The Platform is for AdB employees and all stakeholders. The subsidiaries TAG and FFM have also adopted their own 231 Organisation, Management and Control Model and their own Whistleblowing Policy. AdB's Whistleblowing Policy was updated on July 8, 2024 to make the whistleblowing management process more efficient. The Whistleblowing Policy had already been updated in 2023 to adapt to the Whistleblowing regulation introduced by Legislative Decree No. 24 of 2023, implementing Directive (EU) 2019/1937, which repealed the previous national regulations, encapsulating in a single piece of legislation - for both the public and private sectors - the protection regime for individuals who report misconduct they become aware of in the workplace. The new regime raises the level of protection for Whistleblowers, which now refers to a very broad category of individuals.

The Issuer has also integrated an Anti-Money Laundering Model into the 231 Organisation, Management and Control Model, in compliance with specific national regulations (Legislative Decree No. 231/2007). To this end, an Anti-Money Laundering (AML) was defined (Annex 4 to the 231 Model), which lists the relevant accompanying company controls. This Policy was also updated on July 8, 2024.

The Policy defines the guidelines for managing money-laundering and terrorist funding risks at the Company, taking current laws, regulations, and industry best practices into consideration.

The Policy specifically outlines:

- the general principles and guidelines for preventing, mitigating, and managing the risk of money-laundering and terrorist funding;
- the roles and responsibilities of company boards and departments;
- the processes of managing and monitoring the risk of money-laundering and terrorist funding;
- the management and reporting system for information exchanged between the SOS manager and Financial Information Unit (UIF), company boards and departments

On December 20, 2023, the Board of Directors appointed the Ethics and Anti-Corruption Committee as the internal point of reference for evaluating and potentially addressing reports related to money-laundering risks, in situations where strong indications are present. At the same meeting, the Board of Directors also appointed Silvia Piccorossi, Head of Legal, Corporate and Procurement Affairs, as the Suspicious Transaction Reports Manager (*Gestore SOS*) pursuant to Legislative Decree No. 231/2001 and subsequent amendments.

The *Gestore SOS* provided information on her activities as part of the Anti-Corruption and Ethics Committee's Annual Report.

9.5 AUDITOR

The Shareholders' Meeting called to approve the financial statements at December 31, 2023 granted the statutory audit mandate for the 2024–2032 financial years to PricewaterhouseCoopers S.p.A. At the same meeting, the Shareholders' Meeting also determined the auditor's remuneration and the criteria for its adjustment during the term, including in relation to the assignment for auditing the Sustainability reporting.

9.6 EXECUTIVE OFFICER FOR CORPORATE REPORTING AND OTHER CORPORATE ROLES AND FUNCTIONS

The Board of Directors at the meeting of May 15, 2015 appointed, following the approval of the Board of Statutory Auditors, with effect from the initial date of trading, the Administration and Finance and IT Manager Patrizia Muffato as Executive Officer for Corporate Reporting in accordance with Article 154-*bis* of the CFA, having ascertained her fulfilment of the statutory good standing requirements for Directors and of the professionalism requirements of Article 19.4 of the By-Laws, having more than three years management experience in the preparation and/or analysis and/or assessment and/or verification of accounting documents of similar complexity to those of the Company. The Company has also adopted - with Board of Directors' motion of August 27, 2015 - an Internal Regulation, "Guidelines for the activities of the Executive Officer for Corporate Reporting", which sets out in detail the functions, means and powers of the Executive Officer, in addition to his/her relations with the other company bodies. The Executive Officer for Corporate Reporting has the following powers and means for the execution of his/her duties:

- access to the information necessary to undertake his/her duties, both at Aeroporto Guglielmo Marconi di Bologna S.p.A. and at Group companies, in compliance with the company procedures established for this purpose;
- reliance on an efficient IT system to access an accounting system which can ensure the adequacy of procedures and controls; monitors any functioning issues which may emerge during the activities, while also supervising the design of the IT systems with impact on the financial statements, on the condensed half-year financial statements, on the consolidated financial statements and on the documents subject to certification;
- in line with the process for the setting of the company budget, on an annual basis draws up the activity plan, setting, in agreement with the Chief Executive Officer, the budget for personnel and the financial resources considered necessary to undertake the appointment;
- collaborates, where considered necessary and/or beneficial for the execution of mandate, with other company functions, according to that agreed in advance with the Chief Executive Officer;
- has the power to send to the subsidiaries, for the purposes of and according to the means identified in these Guidelines, within the limits established by the corporate bodies and to the extent of the responsibilities within the remit of each subsidiary, instructions and procedures considered appropriate to permit the Executive Officer for Corporate Reporting to satisfy the obligations set out by Law 262/2005.

The Executive Officer for Corporate Reporting, in line with regulatory and statutory provisions, is responsible for:

1. declaring in writing that the documents and communications of the Company announced to the market concerning accounting disclosure, including interim disclosure, correspond to the underlying accounting documents and records (Article 154-*bis* paragraph 2 of the CFA);
2. preparing appropriate administrative and accounting procedures for the preparation of the separate financial statements and the consolidated financial statements, in addition to any other financial communication or act (Article 154-*bis*, paragraph 3 of the CFA);
3. declaring, jointly with the appointed delegated boards, through a specific report attached to the separate financial statements, the condensed half-year financial statements and the consolidated financial statements (Article 154-*bis*, paragraph 5 of the CFA):
 - the adequacy and effective application of the administrative and accounting procedures prepared by it, during the period to which the documents refer;
 - the compliance of the documents with international accounting standards, recognised in the European Union pursuant to Regulation (EC) No. 1606/2002 of the European Parliament and Council, of July 19, 2002;
 - the consistency of the documents to which the report is annexed to the accounting records, in addition to their suitability to provide a true and fair view of the financial

position, financial performance and cash flows of the issuer and of the other companies in the consolidation scope.

- for the separate and consolidated financial statements, that the Directors' Report includes a reliable analysis on the performance and operating result as well as on the situation of the issuer and of the companies included in the consolidation, together with a description of the principal risks and uncertainties to which they are exposed;
 - for the condensed half-year financial statements, that the interim Directors' Report includes a reliable analysis of the disclosure required by paragraph 4 of Article 154-ter of the CFA.
4. undertaking the duties set out under sub 1), 2) and 3), ensuring maximum professional diligence and referring to the commonly-accepted best practice internal control principles;
 5. attending, where required, the meetings of the Board of Directors concerning the approval of the quarterly reports, the half-year financial report and the annual financial report, and the approval of motions requiring the issue of a certification by the Executive Officer for Corporate Reporting, in addition to whoever considered appropriate by the Chairperson of the Board of Directors, also on the proposal of the Chief Executive Officer, in consideration of the presence on the Agenda of the Board of Directors of matters which may have an impact on the accounting disclosure of the Company and of the Group which it heads;
 6. informing the Board of Directors, on at least a half-yearly basis, on the undertaking of the activities which it is assigned in accordance with the above regulation, highlighting any critical issues emerging during the period and the actions undertaken or prepared to remedy them, coordinating with the Chief Executive Officer;
 7. informing the Chairperson of the Board of Directors, having consulted the Chief Executive Officer of facts which, on the basis of their critical nature or severity, may acquire the undertaking of urgent decisions by the Board of Directors;
 8. ensuring an appropriate flow of information regarding its activities to the Control and Risks Committee, to the Board of Statutory Auditors, to the independent audit firm and to the Supervisory Board, as required by Legislative Decree No. 231/2001.

The Executive Officer for Corporate Reporting has appropriate means for the correct and efficient execution of his/her duties, with reference to, among other matters, the available budget.

On March 3, 2025, the Board of Directors also appointed Patrizia Muffato, previously Director of Administration, Finance, Control and Investor Relations of the Issuer, to the combined role of Executive responsible for preparing the Company's financial reports and Sustainability Statement.

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

The Internal Control and Risk Management System adopted by Aeroporto di Bologna is outlined in the preceding paragraphs (see Section 9), to which reference should be made to identify the principal actors involved and the main modes applied for their co-ordination.

It is underlined, in addition, that the internal rules approved by the Board of Directors of the Company to set out the functioning of some of the functions related to the internal control system (Control and Risks and Sustainability Committee, Internal Audit, Executive Officer for Corporate Reporting) establish the main information flows and coordination mechanisms.

Considering the Board of Statutory Auditors position at the top of the supervisory hierarchy of the Issuer, in particular, the coordination practices between the actors involved in the Internal Control and Risk Management System permit the constant participation of the Chairperson of the Board of Statutory Auditors, or a delegate thereof, in the works of the Control and Risks and Sustainability Committee and in the establishment of an information flow by the Control and Risks and Sustainability Committee with the Board of Statutory Auditors for the timely exchange of relevant information for the execution of their respective duties and for the co-ordination of activities within their common scope.

10.0 DIRECTORS' INTERESTS AND RELATED PARTY TRANSACTIONS

The Board of Directors of the Issuer on April 13, 2015 approved a related party transactions policy (the "**Related Parties Policy**"), on the basis of the regulation approved with Consob Resolution No. 17221/2010 ("**RPT Regulation**") and Article 2391-*bis* of the Civil Code. This Policy entered into force on July 14, 2015, the initial date of trading of company shares on the EXM and governs the related party transactions undertaken by the company, including through subsidiaries, in accordance with Article 2359 of the Civil Code or companies however subject to its management and co-ordination, in order to ensure their substantial and procedural correctness, in addition to correct market disclosure.

The Procedure was revised on June 28, 2021 in line with the changes made to the Consob Regulation under Resolution No. 17221 of March 12, 2010, as most recently amended by Resolution No. 21624 of December 10, 2020 (the "Related Party Transactions Regulation"), which is an integral part of the Procedure.

The Issuer has identified the Control and Risks and Sustainability Committee as the body responsible for related party transactions, which as per the Related Parties Policy assumes the role of Related Parties Committee. In accordance with the Related Parties Policy, where two Independent Directors are not present, or where, in relation to a particular related party transaction, one or more members of the Related Parties Committee declare themselves as related with regards to a specific transaction, in protection of the substantial correctness of the transaction, the related party transactions are approved following the definition, by the Board of Directors, of equivalent controls to those outlined above for the protection of the substantial correctness of the transaction, including recourse, for the expression of the

opinion, to the Board of Statutory Auditors or of an independent expert. Where the Board of Directors requests the opinion of the Board of Statutory Auditors, the members of the latter, where they have an interest, on their own behalf or on behalf of third parties, in the transaction, provide notice of such to the other Statutory Auditors, stating the nature, conditions, origin and extent of the interest.

Where the nature, size and characteristics of the transaction requires, the Related Parties Committee, or where applicable, the parties replacing them, may appoint at the expense of the Company, one or more independent experts of their own choice, in order to obtain specific expert reports and/or fairness and/or legal opinions.

The Issuer, as a listed company as well as a smaller-sized company as per Article 10 of the RPT Regulation, applies to the related party transactions, including significant transactions (as identified as per Annex 3 of the RPT Regulation), as an exemption to Article 8 of the Regulation, a procedure identified as per the principles and rules of Article 7 of the same Regulation. These are subject to the provisions of Article 5 of the RPT Regulation (“Disclosures to the public on related party transactions”). Without prejudice to the annual assessment of the Related Parties Policy, upon approval of the financial statements the Issuer shall assess the necessary amendments to the Related Parties Policy, in accordance with Article 3, paragraph 1, letter g) of the RPT Regulation. This is carried out in light of the changes - detailed below - to governance of related party transactions following the publication of Legislative Decree No. 49 of May 10, 2019, and considering the outcome of the current Consob consultation on changes to its own RPT Regulation.

In accordance with the Related Parties Policy, the Related Parties Committee is called to review in advance and issue an opinion on the various types of related party transactions, with the exception of those transactions which under the Related Parties Policy are excluded from the application of the stated procedures (see herein).

In particular, related party transactions not within the scope of the Shareholders’ Meeting are approved and/or executed by the officer responsible for their approval and/or execution as per the Company’s governance rules, having received the non-binding reasoned opinion of the Related Parties Committee. Therefore, having ascertained the significance of the transaction as per the RPT Regulation, the department responsible communicates such in a timely manner to the competent party for the approval and/or execution of the transaction; this latter, having positively assessed the transaction’s viability, informs in writing and without delay - through the responsible department - the members of the Related Parties Committee so that they may declare in writing the absence of connections with regard to the specific transaction. The Related Parties Committee meets on a timely basis in view of the date expected for the approval and/or execution of the transaction. The meetings, to which the Board of Statutory Auditors are invited, are attended, where requested, by the Senior Directors or Executives (including Executives appointed to undertake the negotiations or preparatory work) of the Company or of any subsidiaries, as well as other parties indicated by the Related Parties Committee. The Related Parties Committee, in the formulation of its opinion, also evaluates the interests of the Company in the transaction, as well as of the benefits and substantial correctness of the relative conditions.

Where a transaction is within the remit of the Shareholders’ Meeting or must be authorised by it, for the approval of the proposal by the Board of Directors, to be presented to the Shareholders’ Meeting, the above provisions *mutatis mutandis* are applicable.

The Related Parties Policy establishes that it is not applicable to the Shareholders' Meeting motions:

- a) pursuant to Article 2389, paragraph 1, of the Civil Code, concerning the remuneration due to the members of the Board of Directors and the Executive Committee;
- b) concerning the remuneration of Senior Directors, within the overall amount previously determined by the Shareholders' Meeting pursuant to Article 2389, paragraph 3, of the Civil Code;
- c) pursuant to Article 2402 of the Civil Code, concerning remuneration of the members of the Board of Statutory Auditors.

The Policy does not apply to transactions approved by the Company and addressed to all shareholders on equal terms, including:

- a) rights issues, including those servicing convertible bonds, and free share capital increases provided for by Article 2442 of the Civil Code,
- b) total or partial spin-offs in the strict sense of the word, with proportional share allocation criteria;
- c) share capital reductions by means of reimbursement to shareholders pursuant to Article 2445 of the Civil Code and the purchase of treasury shares pursuant to Article 132 of the CFA.

Furthermore, the Policy does not apply to Minor Transactions.

Without prejudice to compliance with the provisions of from Financial Disclosure Policy, where applicable, the following provisions of the Policy are also excluded from application:

- financial instrument-based remuneration plans approved by the Shareholders' Meeting pursuant to Article 114-*bis* of the CFA and the relative executory operations;
- motions - other than those mentioned in the previous paragraph - concerning the remuneration of Directors holding specific offices and of other Senior Executives, provided that: (i) the Company has adopted a remuneration policy approved by the Shareholders' Meeting; (ii) the Company's Remuneration Committee - which is solely made up of Non-Executive Directors, the majority of whom are independent - was involved in creating the remuneration policy; (iii) the remuneration granted is identified in accordance with this policy and quantified on the basis of criteria that do not involve any discretionary evaluation;
- ordinary transactions concluded at Market or Standard Conditions.

When Ordinary Transactions concluded at Market or Standard Conditions that would have been subject to the obligations to publish the Disclosure Document because they are Significant Transactions, notwithstanding Article 114, paragraph 1 of the CFA, the Company must: (i) notify Consob and the Committee, within 7 days of the approval of the transaction by the relevant body (or, where the relevant body decides to submit a contractual proposal, within 7 days of the conclusion of the contract, including a preliminary contract, pursuant to the rules applicable), of the counterparty, the subject-matter and the value of transactions that have benefited from the waiver of obligations to publish the Disclosure

Document referred to in Article 5 of the Related Party Transactions Regulation, and the reasons for which it is deemed that the transaction is an Ordinary Transaction, providing objective comparisons; (ii) indicate in the Interim Directors' Report and the Annual Directors' Report, as part of the information provided for in the Financial Disclosure Policy, which of the transactions subject to the information obligations referred to in the latter provision have been concluded under the waiver;

- the transactions to be executed according to instructions issued by the Supervisory Authority or on the basis of provisions issued by the parent company for the execution of instructions given by the Supervisory Authority in the interest of the Group's stability;
- transactions with or between subsidiary companies, including those which are jointly held, in addition to transactions with associates, where no interests that qualify as significant of other Related Parties of the Company are identified in the subsidiary or associate counterparties. The Company shall assess the significance of interests as required on the basis of any equity and/or shareholding relationships between subsidiaries or associated companies and other Related Parties of the Company; however, interests deriving from the mere sharing between the Company and subsidiaries or associated companies of one or more Directors or other Senior Executives shall not be considered significant.

In applying the above exemptions, the Related Parties Policy requires that due account is taken of Consob Communication No. 10078683 of September 24, 2010 and subsequent amendments and supplements.

The Related Parties Policy also qualifies minor transactions, with reference to which the Related Parties Policy does not apply - in compliance with the option provided for by the RPT Regulation - as transactions with related parties whose value does not exceed the amount of Euro 250,000, if the Related Party is a legal person and Euro 25,000 if the Related Party is a natural person. This exclusion does not apply in the case of several similar minor transactions or undertaken for common purpose, concluded with the same related party or with parties related to this latter and with the Company, which, cumulatively considered, exceed the amount indicated above.

Pursuant to Article 4, paragraph 1, letter a), of the Related Party Transactions Regulation, and the provisions of Annex 3 of said Regulation, significant transactions ("Significant Transactions") are those transactions where one or more of the following significance ratios, applicable depending on the specific transaction, exceeds 5%:

- a) countervalue significance ratio, understood as (i) the ratio of the transaction value to equity (as reported as per the latest consolidated balance sheet prepared and published by the Company or, if greater, (ii) the capitalisation of the Company at the end of the last trading day of the most recent published financial report (annual financial report, half-year report or quarterly report); the countervalue of the transaction is determined in accordance with the provisions of Annex 3 of the Related Party Transactions Regulation;
- b) asset significance index, understood as the ratio between the total assets of the counterparty to the transaction and the total assets of the Company. The data to be used shall be taken from the Company's most recently published consolidated balance sheet; where possible, similar data shall be used in determining the total assets of the subject entity; the total assets of the subject entity shall be determined in accordance with the provisions of Schedule 3 of the Related Party Transactions Regulation;

- c) liabilities significance index, understood as the ratio between the total liabilities of the entity acquired and the total assets of the Company. The data to be used shall be taken from the Company's most recently published consolidated balance sheet; where possible, similar data shall be used in determining the total liabilities of the company or the business unit acquired.

In the case of several transactions that are homogeneous or carried out in execution of a unitary plan concluded (i) during the same financial year and (ii) with the same Related Party or with parties that are related both to the latter and to the Company, in order to assess whether these transactions, considered cumulatively, give rise to a Significant Transaction pursuant to this Article 3:

- the significance of the individual transaction must be determined on the basis of each of the above ratios;
- the results for each ratio must then be added together in order to ascertain whether the thresholds have been exceeded.

11.0 BOARD OF STATUTORY AUDITORS

11.1 APPOINTMENT AND REPLACEMENT

With regards to the method to appoint the Board of Statutory Auditors, the Shareholders' Meeting appoints one statutory auditor and two alternate auditors - these latter from two different genders - of the Board of Statutory Auditors and establishes - for the duration of the appointment - their remuneration.

Pursuant to Article 11, paragraphs 2 and 3, of MIT Decree No. 521 of November 12, 1997, the Ministry for the Economy and Finance (MEF) is responsible for the appointment of the Chairperson of the Board of Statutory Auditors and the Ministry for Infrastructure and Transport (MIT) is responsible for the appointment of a Statutory Auditor of the Board. The efficacy of the above ministerial appointments, where undertaken in a timely manner and, therefore, in advance of the Shareholders' Meeting called for the appointment of the corporate boards, runs from the date of this Shareholders' Meeting.

The composition of the Board of Statutory Auditors, following co-ordination with the competent Ministries, should ensure compliance with Article 2397 of the Civil Code, in addition to gender equality in accordance with the applicable statutory and regulatory provisions.

In accordance with legal provisions, pursuant to Article 148, paragraph 1-*bis* of the CFA, the Issuer confirms that at least a third of the members of the Board of Statutory Auditors belong to the under-represented gender.

As also noted above, Article 24 of the By-Laws governing the Board of Statutory Auditors is being revised. For more information on the new text and the reasons for the proposed changes, reference should be made to the report on the Agenda Items for the Shareholders' Meeting called to approve the 2025 Financial Statements.

For the duration of mandate, the Statutory Auditors should meet the requirements as per Article 2399 of the Civil Code and the other applicable provisions.

The loss of these requirements results in the immediate departure of the Statutory Auditor and his/her replacement by the eldest Alternate Auditor, and however so as to ensure the satisfaction of the gender balance rules.

The office expires at the date of the Shareholders' Meeting called for the approval of the financial statements relating to the third year of the office held. The termination of the appointment is effective from the moment the new Board is reconstituted, subject to the application of Legislative Decree No. 293 of May 16, 1994, converted into law with amendments by Article 1, paragraph 1, Law No. 444 of July 15, 1994.

Pursuant to Consob Executive Resolution No. 13 of January 24, 2019, also confirmed by Consob Executive Resolutions No. 76 of January 30, 2023, No. 92 of January 31, 2024, No. 123 of January 30, 2025, and No. 155 of January 27, 2026. For 2026, the percentage required to submit the aforementioned slates for the appointment of Statutory Auditors is 4.5%.

11.2 COMPOSITION AND OPERATION (as per Article 123-bis, paragraph 2, letters d) and d-bis), CFA)

As per Article 25 of the By-Laws, at the reporting date, the Board of Statutory Auditors consists of three Statutory Auditors and two Alternate Auditors. The Board of Statutory Auditors in office was appointed by the Shareholders' Meeting of April 29, 2025 (on the basis of the slate voting by-law provisions) and shall remain in office until the date of the Shareholders' Meeting called to approve the financial statements as at December 31, 2027.

The Board of Statutory Auditors in office at December 31, 2025 is composed as follows:

Name	Office	Place and date of birth
Andrea Alessandri	Chairperson	Bologna, January 20, 1969
Annalisa Ghelfi	Statutory Auditor	Bologna, September 7, 1966
Olivo Vittorio Calselli	Statutory Auditor	Rome, January 4, 1987
Federica Nannucci	Alternate Auditor	Bologna, January 1, 1991
Andrea Collalti	Alternate Auditor	Rome, November 22, 1966

Andrea Alessandri: born in Bologna in 1969. Graduated in Economics and Commerce from the University of Bologna in 1995. He has been practicing as a certified public accountant and auditor since the early 2000s. From 2008 to 2013 he held judicial positions at the Court of Bologna. He has also gained significant experience in local government auditing, with positions held until 2024. Since 2009, he has worked steadily on the auditing bodies of numerous public and private companies. He is currently a partner in the firm Ferracini Associati and performs audit and control roles at corporate groups and public and

private entities. He is a Chartered Accountant and is enrolled on the Register of Auditors and the Register of Local Government Auditors.

Annalisa Ghelfi: born in Bologna in 1966. Registered with the Bologna Register of Chartered Accountants since 1993 at number 1143/A, with the Register of Auditors since 1999 and with the Register of Crisis Managers since 2024. She conducts her professional work at her own firm, dealing with corporate and tax consulting mainly for corporations, assistance in corporate transactions and business combinations, corporate group taxation, business and strategic consulting, business plan and financial sustainability development, and business crisis prevention.

She is a member of the Board of Statutory Auditors of corporations, public entities and non-commercial entities.

She is a full member of the Board of Auditors of ODCEC of Bologna, mandate 2022-2026, and Director of ODCEC of Bologna, mandate 2026-2030.

Olivo Vittorio Calselli: Born in Rome in 1987, he received his master's degree in Economics, Professional Practice and Consulting from the University of Rome Tor Vergata in 2013. He registered with the Order of Chartered Accountants of Rome in 2015 and with the Register of Auditors in 2016. His professional experience began at Studio Calselli, where he dealt with accounting administration, taxation and tax litigation. From 2013 to 2014 he worked at Deloitte & Touche S.p.A., carrying out statutory audits, including for leading Italian listed companies. He has worked with Studio Laghi since 2014, dealing with business crises, company valuations, accounting and financial legal advice, preparation of business plans and corporate transactions. He has held administrative and supervisory positions at several companies. He currently serves as Statutory Auditor of, among others, Telepass Innova S.p.A. and is a member of the Supervisory Board of Terna Energy Solutions S.r.l.

The table below details the composition of the outgoing Board of Statutory Auditors, in place until April 29, 2025.

Name	Office	Place and date of birth
Rosalba Cotroneo	Chairperson	Scafati (SA), November 19, 1960
Francesca Aielli	Statutory Auditor	Rome, January 28, 1964
Alessandro Bonura	Statutory Auditor	Rome, April 14, 1966
Sergio Graziosi	Alternate Auditor	Bologna, March 7, 1978
Alessia Bastiani	Alternate Auditor	Florence, July 12, 1968

None of the members of the Board of Statutory Auditors are related as per Book I, Section V of the Civil Code with other members of the Board of Statutory Auditors, nor with members of the Board of Directors of the Issuer or Executives and other parties holding strategic roles at the Group. In addition, none of the members of the Board of Statutory Auditors hold positions or carry out on a continual basis activities, or provide services of a professional nature (directly or indirectly), to the Issuer or Group companies. All members of the Board of Statutory Auditors are considered independent in accordance with Article 148, paragraph 3 of the CFA and the Corporate Governance Code, while also meeting the professionalism and good standing requirements under the Regulation adopted with Ministry of Justice Decree No. 162 of March 30, 2000.

The mechanism under the legislation in force that makes the Ministries responsible for appointing two thirds of the control body ensures the independence required by the Corporate Governance Code.

With regards to the good standing requirements, none of the members of the Board of Statutory Auditors fall within the exclusions as per Article 2 of the Ministry of Justice Decree No. 162 of March 30, 2000.

Statutory Auditors with personal or third party interests in a motion should inform in a timely and exhaustive manner the Chairperson of the Board of Statutory Auditors and the other members.

The Board of Statutory Auditors in undertaking its duties reviewed the independence of the audit firm, ensuring compliance with regulatory provisions and the nature and extent of the various services provided to the Issuer and its subsidiaries by the audit firm.

The Board of Statutory Auditors meets at least every ninety days on the initiative of one of the members. The Board is validly constituted with the presence of a majority of the Statutory Auditors and passes motions with the approval of a majority of Statutory Auditors.

During the financial year to December 31, 2025, the Board of Statutory Auditors met on six occasions, with an average meeting duration of 2 hours.

The percentage attendance of each Statutory Auditor at Board of Statutory Auditors meetings held in 2025 is shown below: the Board of Statutory Auditors in office at December 31, 2025 held three meetings, and the actual attendance of members at meetings is shown in the following table:

Name	Office	% attendance of the members of the Board of Statutory Auditors
Andrea Alessandri	Chairperson (MEF)	100%
Annalisa Ghelfi	Statutory Auditor (MIT)	67%
Olivo Vittorio Calselli	Statutory Auditor	100%

The Board of Statutory Auditors in office until April 29, 2025 held three meetings, and the actual attendance of members at the meetings is shown in the following table:

Name	Office	% attendance of the members of the Board of Statutory Auditors
Rosalba Cotroneo	Chairperson (MEF)	100%
Francesca Aielli	Statutory Auditor (MIT)	100%
Alessandro Bonura	Statutory Auditor	100%

In FY 2025, the Statutory Auditors were involved in the numerous and extensive Board induction activities, as described in the section on the administrative body; the Board also

considered it appropriate to participate as widely and collectively as possible in the meetings of the internal Board committees, in order to acquire adequate knowledge of the business sector in which the Issuer operates, the company dynamics and their developments, and company risks, assessing the particular environment in which the Issuer operates.

Specific procedures are in place to ensure that Statutory Auditors who, on their own behalf or that of third parties, have an interest in a certain transaction of the issuer, inform the other Statutory Auditors and the Chairperson of the Board of Directors in a timely and comprehensive manner, regarding the nature, terms and extent of their interest.

In executing its duties, the Board of Statutory Auditors co-ordinates with the Internal Audit function and with the Control and Risks Committee through attendance at meetings of this Committee of the Chairperson of the Board of Statutory Auditors and of the Internal Auditor, on the invitation of the Chairperson.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this **Report**:*

ESRS 2 - Sec. 19 and 20, the points are general references; specific information is provided in section 22.

ESRS 2 - Sec. 21, see point 4.1 Corporate Governance Model in the "Corporate Bodies" section.

ESRS 2 - Sec. 19 and 20, the points are general references; specific information is provided in section 22.

ESRS 2 - Sec. 23, see point 4.1 Corporate Governance Model in the "Corporate Bodies" section.

At the end of its term, the Board of Statutory Auditors considered it appropriate to provide the Shareholders of AdB S.p.A. – based on its own experience and the results of the self-assessment carried out during its three-year mandate – with a description of the skills and professional profiles desirable for the incoming Board of Statutory Auditors, pursuant to the Rules of Conduct for Boards of Statutory Auditors of Listed Companies issued by the CNDCEC on December 27, 2024.

In the report titled “**Guidelines to the Shareholders Regarding the Renewal of the Board of Statutory Auditors**”, the outgoing Board specifically sought to draw Shareholders’ attention to a number of considerations regarding:

- a. quali-quantitative composition of the Control Body;
- b. complexity of the assignment and the associated time commitment;
- c. adequacy of remuneration.

The report was submitted to the Board of Directors for consideration at the Board meeting held on March 3, 2025. The report was published ahead of the Shareholders' Meeting call and together with the Guidelines to Shareholders as approved by the administrative body on March 14, 2025, in time to be taken into due consideration when composing the slates for the renewal of the administration and control bodies.

Diversity criteria and policies

As expected, in accordance with legal provisions and pursuant to Article 148, paragraph 1-*bis* of the CFA and of the Corporate Governance Code, at least a third of the members of the Board of Statutory Auditors belong to the under-represented gender. The Board of Statutory Auditors will remain in office until the approval of the 2027 financial statements.

As regards the requirements of professionalism, these are already envisaged by applicable legislative and regulatory provisions.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS 2 - Sec. 21, see point 4.1 Corporate Governance Model in the "Corporate Bodies" section.

Independence

The Board of Statutory Auditors verified the independence requirements of its members upon appointment pursuant to the Code, considering all the information made available by each member of the Board of Statutory Auditors, assessing all the circumstances that would appear to compromise the independence identified by the CFA and the Code and applying the criteria set out by the Code with reference to the independence of Directors.

The outcome of this verification was disclosed to the market, together with the verification of the independence requirements of the Directors, on May 15, 2025.

Remuneration

The Shareholders' Meeting of April 29, 2025 approved the attribution of the following predetermined remuneration to the members of the Board of Statutory Auditors, taking into account the current regulations and the structure and parameters suggested by them in relation to the size of the Group, also assessing the Group's business, scope and areas, further considering the areas subject to regulation and the risk profiles significant to the Issuer and, therefore, the control body's new areas of responsibility. The Board proposal also takes into account the "Guidelines to the Shareholders Regarding the Renewal of the Board of Statutory Auditors" expressed by the outgoing Board of Statutory Auditors for the term of office for the years 2025 - 2027 in lump-sum and all-inclusive terms, in relation to the activities required by current legislation and also by the Corporate Governance Code, with which the Issuer complies, as follows:

1. Euro 45,000.00 as gross annual remuneration for each Statutory Auditor;
2. Euro 58,500.00 as gross annual remuneration for the Chairperson of the Board of Statutory Auditors; in addition to the reimbursement of expenses incurred for the undertaking of office, where duly documented as per company policy, along with the insurance coverage provided by the AdB S.p.A. remuneration policy in force from time to time.
3. in the case of appointment or replacement during the year, the fee is proportional to the effective period in office;
4. all such remuneration shall be settled on a quarterly basis.

The remuneration of the Statutory Auditors is considered adequate with respect to with the commitment required, the importance of the role covered, in addition to the size and sector of the Company.

We note that the remuneration due to the Statutory Auditors appointed respectively by the MEF and MIT is paid by the Issuer through a transfer to the revenue accounts of the respective Administrations, as these resources must be allocated to the overall remuneration package for senior officials, pursuant to Article 24, paragraph 3 of Legislative Decree No. 165/2001, with the sole exception of attendance fees.

Management of interests

Specific procedures are in place to ensure that Statutory Auditors who, on their own behalf or that of third parties, have an interest in a certain transaction of the issuer, inform the other Statutory Auditors and the Chairperson of the Board of Directors in a timely and comprehensive manner, regarding the nature, terms and extent of their interest.

11.3 ROLE

In 2025, the Board carried out its institutional activities in compliance with the rules and principles of conduct recommended by the Italian Accounting Professionals Body, also considering the fact that the Company's shares are listed on the Italian Stock Exchange – STAR Segment. In addition, as the Company has adopted a traditional governance model, the Board of Statutory Auditors acts as the “Internal Control and Audit Committee” upon which additional specific financial disclosure and monitoring functions fall, as per Article 19 of Legislative Decree No. 39 of January 27, 2010, as amended by Legislative Decree No. 135 of July 17, 2016.

The oversight and control activities of the Board of Statutory Auditors took into account the Issuer's characteristics as a “complex organisation”.

In 2025, the Board carried out the supervisory activities required by the applicable regulations, with particular reference to Article 2403 of the Civil Code and – as applicable – Article 149 of Legislative Decree No. 58/98, paragraphs 1 and 2, and subsequent amendments or additions, and oversaw compliance with the law and By-Laws in the areas within its remit. The Board also monitored compliance with disclosure obligations on regulated or inside information or information requested by the supervisory authority. The Board planned its activities in light of the relevant regulatory framework, in addition to carrying out the checks deemed most appropriate in relation to the Company's structural dimensions and the nature and methods of pursuing its corporate purpose. The Board also exercised its control activities through:

- periodic meetings with the heads of company departments, organised to acquire the necessary and relevant information and data;
- participation in Shareholders' Meetings and meetings of the Board of Directors and internal Board committees;
- the periodic exchange of information with the independent audit firm, also in compliance with regulatory requirements;

- the exchange of information with the Supervisory Board as per Legislative Decree No. 231/2001 and with the Internal Audit Function.

The Board of Statutory Auditors also held regular meetings with the CFO regarding economic and financial aspects, with the HR Director concerning organisational structures, and with the Legal and Corporate Affairs Director on relevant legal and corporate matters.

During the Board's meetings in 2025, topics related to the adoption of the CSRD were also explored, including participation in specific induction sessions on new reporting under Legislative Decree No. 125/2024, in addition to the preparation of a document containing "Guidelines to the Shareholders Regarding the Renewal of the Board of Statutory Auditors", as previously mentioned.

The Board monitors the Issuer to ensure it is working to adopt adequate arrangements, with a forward-looking perspective, also considering regulatory developments and the most recent risk profiles, including those for 2025 and beyond, in regulatory areas such as privacy, artificial intelligence and cyber security.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS 2 - Sec. 19 and 20, the points are general references; specific information is provided in section 22.

ESRS 2 - Sec. 22, see point 4.1 Corporate Governance Model, "Control and Risks and Sustainability Committee" section and section 4.1.1 Sustainability Governance, "Steering Committee" and "Sustainability Team" sections.

ESRS 2 - Sec. 24 This point is the general reference; specific information is provided in section 26.

ESRS 2 - Sec. 26, see point 4.1 - Corporate Governance Model, "Corporate Bodies" section, "Board of Directors", "Control and Risks and Sustainability Committee".

12.0 RELATIONS WITH SHAREHOLDERS AND OTHER RELEVANT STAKEHOLDERS

Access to information

Financial communication for Aeroporto di Bologna plays a key role in the creation of value for the Group: the Issuer is therefore open to continual dialogue with the institutional investors, with the shareholders and with the market in compliance with the procedures adopted for the outside communication of documents and inside information. A specific "Investor Relations" function has therefore been set up, collaborating with the Chief Executive Officer and the Board of Directors to ensure the consistent circulation of exhaustive and timely disclosure through press releases, meetings with the financial community and periodic updates on the company website (www.airport-bologna.it). An easily identifiable and accessible to shareholders "Investor Relations" section is available on the website, allowing them to knowledgeably exercise their rights.

On March 14, 2019, the Board of Directors appointed Patrizia Muffato as Investor Relator. She had previously also held the roles of Administration and Finance Director and Executive

Officer for Corporate Reporting. As of December 31, 2025, she held the position of Investor Relator and continues to hold that position.

The function ensures that institutional investors and analysts are kept up-to-date on the strategies pursued, the short and medium-term objectives and on the results achieved.

Dialogue with stakeholders and other relevant stakeholders

Investor Relations are developed externally through continual contact with investors, analysts and the financial institutions, and internally through collaboration with other company functions in order to make available Group information and so better interact with the financial community.

This information, which complies with regulatory obligations - the corporate accounting documents, the financial press releases, policies and codes - or that prepared voluntarily to ensure transparent and timely communication, is published on the company website.

The main Investor Relations activities carried out by the Group in 2025 included:

- 4 conference calls for the publication of the FY 2024, Q1 2025, Q3 2025 and H1 2025 results;
- participation in 3 conferences regarding the sector or dedicated to companies listing in Italy, organised by financial institutions or intermediaries;
- meetings with investors following specific requests;
- dialogue with specialist media for the prompt communication of company information.

In December 2022, the Board of Directors of Aeroporto Guglielmo Marconi di Bologna S.p.A. (“AdB” or the “Company”) – on the proposal of the Chairperson of the Board of Directors, formulated in agreement with the Chief Executive Officer – approved a “Shareholder and Stakeholder Communication Policy”, in line with Principle IV and Recommendation 3 of the Corporate Governance Code (as defined below), with which the Company complies.

The Policy can be consulted on the Company website (www.airport-bologna.it) in the Investor Relations section, <https://media.bologna-airport.it/System/2424108/Politica-Engage-ment-AdB.pdf>.

*In relation to the information below, an indication is provided of the points and sections in the **Sustainability Statement prepared pursuant to Legislative Decree No. 125/2024** to which reference should be made to supplement the information contained in this Report:*

ESRS 2 - Sec. 43 This point is the general reference; specific information is provided in section 45.

ESRS 2 - Sec. 45, see point 2.4 Interests and views of stakeholders.

ESRS 2 - Appendix A - AR 16 This point is not explicitly reported in the Sustainability Statement because it represents optional application requirements.

13.0 SHAREHOLDERS' MEETINGS (as per Article 123-bis, paragraph 1, letter 1, paragraph 2, letter c), CFA)

In accordance with the By-Laws, the Shareholders' Meeting was called, in accordance with law, by means of the notice published on the company website and according to the other means set out by the applicable rules and regulations.

The Ordinary and Extraordinary Shareholders' Meetings are usually held in single call, in accordance with Article 2369, paragraph 1 of the Civil Code. The Board of Directors may also stipulate that the Shareholders' Meeting is held through a number of calls, in accordance with law. The Board of Directors has the right to call the Shareholders' Meeting, subject to the power of the Board of Statutory Auditors, or of at least two of its members, to call the meeting, as per Article 151 of the CFA and the other applicable rules and regulations.

In accordance with Articles 9 and 10 of the By-Laws, the right to attend the Shareholders' Meeting is governed by the applicable regulation. Those with the right to attend the Shareholders' Meeting may be represented by a proxy in accordance with law. Electronic notification of proxy may be made, in the manner indicated in the call notice, by sending a message on the appropriate section of the Issuer's website (as advised in the notice). The call notice may also indicate, in accordance with applicable legislation, additional methods of electronic notification of proxy that may be used for the specific Shareholders' Meeting to which the call notice refers.

The Board of Directors may stipulate, in relation to individual Shareholders' Meetings, that those with the right to attend the Shareholders' Meeting and exercise voting rights participate at the Shareholders' Meeting electronically. In this case, the call notice shall specify, also by means of indication on the company website, the established means for participation. Multiple vote or loyalty shares are not provided for.

In accordance with Article 11 of the By-Laws, the Shareholders' Meeting is chaired by the Chairperson of the Board of Directors. In his/her absence or impediment, the Shareholders' Meeting is chaired by the Vice-Chairperson, where appointed, or, in the case of his/her absence or impediment, by a person nominated by the Meeting itself. The Chairperson of a Shareholders' Meeting shall be assisted by a secretary (who need not be a shareholder) designated by the attendees, who may appoint one or more tellers.

In accordance with Article 12 of the By-Laws, the Shareholders' Meeting decides both in ordinary and extraordinary session on the matters reserved to it under law or as per the By-Laws and according to statutory majority. In accordance with the By-Laws, decisions concerning: (a) the setting up and closing of secondary offices; (b) the appointment of Directors as company representatives; (c) the reduction of the share capital in the case of withdrawal of one or more shareholders; (d) the adjustment of the By-Laws in line with regulations, are within the scope of the Board of Directors.

The Company adopted a Shareholders' Meeting regulation at the Shareholders' Meeting of May 20, 2015. This regulation is available on the company website, on the "Corporate Governance" page of the Investor Relator section. It governs and guarantees the right of each shareholder to take the floor regarding matters on the Agenda under discussion.

In 2025, the Shareholders' Meeting met twice (April 29, 2025 and October 27, 2025), with the Board reporting to the meeting on the activities carried out and scheduled, seeking to ensure that shareholders have adequate information regarding the necessary elements, so that they could take knowledgeably consider the decisions within their scope. The following Directors attended the aforementioned Shareholders' Meetings:

April 29, 2025: for the Board of Directors, Enrico Postacchini, Nazareno Ventola, Giada Grandi and Valerio Veronesi; for the Board of Statutory Auditors, Francesca Aielli.

October 27, 2025: for the Board of Directors, Enrico Postacchini, Nazareno Ventola and Giada Grandi; for the Board of Statutory Auditors, Andrea Alessandri and Annalisa Ghelfi.

In 2025, proposals were not made to the Shareholders' Meeting by the majority shareholders of the Company or those exercising significant influence, other than those put forward by the Board of Directors.

The Board, through the Chairperson, reported to the Shareholders' Meeting on the activities carried out and those scheduled. The Board of Directors reported on the activities carried out and endeavoured to ensure that shareholders had all necessary information so that they could take, with sufficient knowledge, the decisions within the authority of a Shareholders' Meeting.

No significant changes took place in 2025 to the capitalisation and the ownership structure so as to require the Board to propose By-Law amendments with regards to the percentages established for the exercise of the shares and the prerogatives in defence of minorities, other than those established by law or applicable regulations for companies listed on the Euronext Milan of Borsa Italiana S.p.A. ("EXM").

14.0 FURTHER CORPORATE GOVERNANCE PRACTICES (as per Article 123-bis, paragraph 2, letter a), second section, CFA)

No additional corporate governance practices than those outlined above are indicated.

15.0 CHANGES SUBSEQUENT TO THE YEAR-END

No changes took place subsequent to December 31, 2025 other than those indicated previously in this report.

16.0 CONSIDERATIONS ON THE LETTER OF THE CHAIRPERSON OF THE CORPORATE GOVERNANCE COMMITTEE

The letter of December 19, 2025 signed by the Chairperson of the Corporate Governance Committee was shared on January 7, 2026 with the Chairperson, the Chief Executive Officer and the Chairperson of the Board of Statutory Auditors. In addition, the Chairperson of the Board of Directors brought the contents of the letter to the attention of the Board and the Board of Statutory Auditors when making announcements at the meeting of January 19, 2026.

The monitoring activities carried out by the Corporate Governance Committee referred to in the letter received by the Issuers are the second to involve application of the new Corporate Governance Code, which was approved on January 31, 2020 and came into force in 2021.

More specifically, with reference to the Letter and the recommendations contained therein, the Corporate Governance Committee, based on the findings of the Report for 2025 - the third year of full application of the new Corporate Governance Code - has decided to focus its attention on the following issues for 2026:

Recommendation 1 - Measurability of components of the remuneration policy

The Committee invites listed companies to review the remuneration policies they intend to submit to a Shareholders' Meeting vote to verify whether they provide for potential extraordinary disbursements or severance payments. The Committee also invites governing bodies to provide an account of the verification carried out - or any measures applied to amend such policies - in the next Corporate Governance Report.

Aeroporto di Bologna's three-year Remuneration Policy was approved at the Shareholders' Meeting of April 29, 2025, and therefore - assuming no interceding requirements - a new version of the Policy will be submitted for Shareholders' Meeting approval in 2028. The current Policy has assessed the issue and established a provision that is fully consistent with the recommendation, providing that *“entirely discretionary bonuses may not be assigned to Relevant Persons, subject however to the possibility of assigning to such persons exceptionally one-off bonuses based on particularly significant strategic or operating corporate transactions or in the case of the achievement by the company of equity, economic and financial objectives considered as particularly significant by the Company, having received the positive opinion of the Remuneration Committee and provided that the policy set out in the relevant related party transactions regulation is executed...”*; the extent of allowances for early termination of office is also defined.

Recommendation 2 – The development of dialogue with other relevant stakeholders

The Committee invites governing bodies to provide information on the initiatives undertaken on the subject of Stakeholder dialogue: the Corporate Governance Report should provide information on the policy adopted, the actual dialogue activity carried out with relevant stakeholders, and any initiatives taken by the company as a result of the dialogue.

Aeroporto di Bologna has already as a matter of practice included extensive and detailed information in this Corporate Governance Report (point 12) and in the Sustainability Statement pursuant to the CSRD, confirming its full commitment to adopting the same Code for Star segment listed Issuers.

TABLES

Summaries on the composition of the Board of Directors and the Board of Statutory Auditors in office at the date of this report are provided as an annex.

A list of any positions held by each Director of the Issuer in companies listed on regulated markets, including overseas, in financial, banking and insurance companies or of a significant size are annexed to this report.

Bologna, March 16, 2026

The Chairperson of the Board of Directors

Enrico Postacchini

TABLE 1: DISCLOSURE ON THE OWNERSHIP STRUCTURE AT DECEMBER 31, 2025

SHARE CAPITAL STRUCTURE				
	No. of shares	No. of voting rights	Listed (with market indicated)/not listed	Rights and obligations
Ordinary shares (specifying whether there is provision for a possible increase in voting rights)	36,125,665	100%	Listed on the Euronext Milan market of Borsa Italiana S.p.A. ("EXM")	The shares are to bearer, indivisible and with one vote at the ordinary and extraordinary Shareholders' Meetings of the Company attached according to law and the By-Laws, in addition to further statutory administrative and equity rights for shares with voting rights.
Preference shares	/	/	/	/
Multi-vote shares	/	/	/	/
Other categories of shares with voting rights	/	/	/	/
Savings shares	/	/	/	/
Convertible savings shares	/	/	/	/
Other categories of shares without voting rights	/	/	/	/
Other	/	/	/	/
OTHER FINANCIAL INSTRUMENTS (attributed the right to subscribe to new share issues)				
	Listed (with market indicated)/not listed	No. of instruments outstanding	Class of shares for conversion/exercise	No. of shares for conversion/exercise
Convertible bonds	/	/	/	/
Warrants	/	/	/	/

SIGNIFICANT SHAREHOLDINGS			
Shareholder	Direct shareholder	% of ordinary share capital	% of voting share capital
Bologna Chamber Of Commerce	15,916,808	44.06%	44.06%
Mundys S.p.A. (formerly Atlantia S.p.A.)	10,613,628	29.38%	29.38%
Modena Chamber of Commerce	2,094,549	5.80%	5.80%

TABLE 2: STRUCTURE OF THE BOARD OF DIRECTORS AT YEAR-END

Board of Directors													
Office	Member	Year of birth	Date first appointment (*)	In office from	In office until	Slate (presenters) (**)	Slate (M/m) (***)	Exec.	Non-Exec.	Ind. Code	Ind. CFA	No. of other offices (****)	Attendance (*****)
Chairperson	Postacchini Enrico	1958	22.06.2014	29.04.2025	Approval 2027 Accs.	Shareholders	M		✓			n/a	8/8
CEO •	Ventola Nazareno	1966	14.07.2015	29.04.2025	Approval 2027 Accs.	Shareholders	M	✓				n/a	8/8
Chief Executive Officer													
Director	Claudia Bugno	1975	14.03.2024	29.04.2025	Approval 2027 Accs.	Shareholders	M		✓	✓	✓		7/8
Director	Annarita Bove	1977	29.04.2025	29.04.2025	Approval 2027 Accs.	Shareholders	M		✓	✓	✓		8/8
Director	Veronesi Valerio	1958	29.04.2019	29.04.2025	Approval 2027 Accs.	Shareholders	M		✓			1	7/8
Director	Grandi Giada	1960	22.07.2011	29.04.2025	Approval 2027 Accs.	Shareholders	M		✓				8/8
Director	Monica Biccari	1973	29.04.2025	29.04.2025	Approval 2027 Accs.	Shareholders	m		✓	✓	✓		8/8
Director	Francesco Minnetti	1964	29.04.2025	29.04.2025	Approval 2027 Accs.	Shareholders	m		✓	✓	✓		8/8
Director	Carlo Schiavone	1960	29.04.2025	29.04.2025	Approval 2027 Accs.	Shareholders	m		✓	✓	✓		6/8
-----DIRECTORS LEAVING OFFICE DURING THE YEAR-----													

Number of meetings held in the Year: 12 meetings in FY 2025, of which 8 after the new Board of Directors took office.

Quorum required for the presentation of slates by minority shareholders for the election of one or more members (as per Article 147-ter CFA): 4.5%

NOTES

The following symbols must be indicated in the “Office” column:

• This symbol indicates the Director in charge of the Internal Control and Risk Management System.

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

* The first appointment of each Director refers to the date on which the Director was appointed for the first time to the Board of the Issuer.

(**) This column indicates whether the slate from which each Director is selected was presented by shareholders (indicating “Shareholders”) or by the BoD (indicating “BoD”).

(***) This column indicates whether the slate from which each Director is selected is a “majority” slate (indicating “M”), or a “minority” slate (indicating “m”).

(****) This column indicates the number of offices a Director or Statutory Auditor holds in other listed companies or large enterprises. The Corporate Governance Report indicates all offices held.

(*****) This column indicates the percentage of attendance of the Director in relation to the number of BoD meeting (indicates the number of meetings attended compared to the amount they could have attended; e.g. 6/8; 8/8 etc.).

TABLE 3: STRUCTURE OF THE INTERNAL COMMITTEES AT YEAR-END

B.o.D.		Executive Committee		RPT Committee		Control and Risks and Sustainability Committee		Remuneration Committee		Appointments Committee		Other Committee		Other Committee	
Office/Category	Member	(*)	(**)	(*)	(**)	(*)	(**)	(*)	(**)	(*)	(**)	(*)	(**)	(*)	(**)
Chairperson of the BoD Non-Executive - Non-Independent	Postacchini Enrico	n/a	n/a	n/a	n/a					n/a	n/a				
CEO	Ventola Nazareno	n/a	n/a	n/a	n/a					n/a	n/a				
Independent Non-Executive Director as per CFA and/or Code	Monica Biccari	n/a	n/a	n/a	n/a	5/5	C	5/5	M	n/a	n/a				
Independent Non-Executive Director as per CFA and/or Code	Claudia Bugno	n/a	n/a	n/a	n/a	5/5	M	5/5	C	n/a	n/a				
Non-Executive Director - Non- Independent	Grandi Giada	n/a	n/a	n/a	n/a	5/5	M	4/5	M	n/a	n/a				
-----DIRECTORS LEAVING OFFICE DURING THE YEAR-----															
-----MEMBERS WHO ARE NOT DIRECTORS-----															
Executive of the Issuer/ Other	n/a														

Number of meetings held in 2025:

8

7 (5 and 5 after the new committees were established)

NOTES

(*) This column indicates the attendance of the Director in relation to the Committee meetings (indicates the number of meetings attended compared to the amount they could have attended; e.g. 6/8; 8/8 etc.).

(**) This column indicates the position of the Director on the Committee: "C": Chairperson; "M": member.

TABLE 4: STRUCTURE OF THE BOARD OF STATUTORY AUDITORS AT YEAR-END

Board of Statutory Auditors									
Office	Member	Year of birth	Date first appointment (*)	In office from	In office until	Slate (M/m) (**)	Ind. Code	Attendance at Board meetings (***)	No. of other offices (****)
Chairperson	Andrea Alessandri	1969	29.04.2025	29.04.2025	Approval 2027 Accs.	n/a ⁽¹⁾	✓	3/3	-
Statutory Auditor	Annalisa Ghelfi	1966	13.05.2025	13.05.2025	Approval 2027 Accs.	n/a ⁽²⁾	✓	2/3	-
Statutory Auditor	Olivo Vittorio Calselli	1987	29.04.2025	29.04.2025	Approval 2027 Accs.	m	✓	3/3	-
Alternate Auditor	Federica Nannucci	1991	29.04.2025	29.04.2025	Approval 2027 Accs.	M	✓	..	-
Alternate Auditor	Andrea Collalti	1966	27.10.2025	27.10.2025	Approval 2027 Accs.	m	✓	..	-
-----STATUTORY AUDITORS LEAVING OFFICE DURING THE YEAR-----									
	n/a								

Number of meetings held in FY 2025: 6, of which 3 after the new Board of Statutory Auditors took office.

Quorum required for the presentation of slates by minority shareholders for the election of one or more members (as per Article 148 CFA): 4.5%

NOTES

(*) The first appointment of each Statutory Auditor refers to the date on which the Statutory Auditor was appointed for the first time to the Board of Statutory Auditors of the Issuer.

(**) This column indicates whether the slate from which each Statutory Auditor is selected is a “majority” slate (indicating “M”), or a “minority” slate (indicating “m”),

(***) This column indicates the percentage of attendance of the Statutory Auditors in relation to the number of meetings of the Board of Statutory Auditors (indicates the number of meetings attended compared to the amount they could have attended; e.g. 6/8; 8/8 etc.).

(****) This column indicates the number of offices of Director or Statutory Auditor in accordance with Article 148-*bis* of the CFA and the relative enacting provisions in the Consob Issuers’ Regulation. The complete list of offices held is published by Consob on its website pursuant to Article 144-*quinquiesdecies* of the Consob Issuers’ Regulation.

(1) Statutory Auditor appointed by the Ministry of the Economy and Finance

(2) Statutory Auditor appointed by the Ministry of Infrastructure and Transport