

SHAREHOLDERS' MEETING

- What are “dematerialized” shares?

Since 1 January 1999 listed shares no longer exist in certificated paper form; they are recorded in an electronic centralized system managed by Monte Titoli (*); all rights attached to the shares are guaranteed by records held by the banks and securities firm (intermediaries) where investors have deposited their shares.

(*) *Monte Titoli S.p.A.: a Company for the custody and management of listed securities.*

- Where can I view reports on items on the agenda and the documents drafted for the Shareholders' Meeting?

To view the documentation relating to the items on the agenda of the Shareholders' Meeting, you should consult Saipem S.p.A. (also “Saipem” or the “Company”)’s website, Borsa Italiana website (www.borsaitaliana.it with reference to Saipem’s section) and the authorized Storage System or go to Saipem’s registered office. It is also possible to receive information by sending an e-mail to saipem@pec.saipem.com or to segreteria.societaria@saipem.com.

- Is it possible to get more information on the different calls of the Shareholders' Meeting?

As foreseen in Article 12 of Saipem’s By-laws (the “By-laws”), Ordinary and Extraordinary Shareholders’ Meetings are usually held in single call; the relevant resolutions are taken with the majorities required by law. The Board of Directors (also “Board”) may elect, whenever it is deemed necessary, to hold Ordinary and Extraordinary Shareholders’ Meetings following more than one call; the resolutions in first, second or third call are taken in each case with the majorities required by law.

- What is the deadline to convene the Shareholders' Meeting to approve the financial statements?

The ordinary Shareholders' Meeting is called at least once a year, within 120 days after the end of the financial year (December 31), to approve the financial statements, or within 180 days in certain cases allowed by law. Anyway within 120 days after the closure of the financial year, Saipem publishes the Annual Report, containing the draft and consolidated financial statements and the related reports.

- Should a Shareholder still hold non-dematerialized shares, what could they do to exercise their rights?

To attend Shareholders Meetings and to receive dividends, anyone holding non-dematerialized shares shall contact an authorized intermediary (Bank and/or securities firm) in order to have their shares entered in the central depository system and request them to be dematerialized.

- Are streamlined procedures provided for Shareholders who are employees of the Company and members of shareholders associations?

According to Article 14 of the By-laws, in order to facilitate the collection of proxies for Shareholders who are employees of the Company or employees of its subsidiaries which are members of shareholders' associations which meet the relevant legal requirements, Saipem makes offices available to these associations, under the terms agreed with their legal representative, for the collection and granting of proxies.

- What is the "record date"?

The *record date* mechanism was introduced in the Italian system in 2010 and it is provided in Article 13.1 of the By-laws. This mechanism identifies one of the conditions to attend and vote in the Shareholders' Meeting: the Shareholder requesting to attend the Shareholders' Meeting must hold Saipem's shares on the record date. Shareholders are entitled to attend and vote at the Shareholders' Meeting if they hold Saipem shares on the seventh trading day prior to the date of the Shareholders' Meeting and communicate their intention to attend and vote at the Shareholders' Meeting by means of an authorized intermediary. Credit and debit transactions entered on trading accounts after this deadline shall not be considered for the legitimate exercise of voting rights at the Shareholders' Meeting.

- Who is entitled to attend and vote at the Shareholders' Meeting and how to attend the Shareholders' Meeting?

To attend and vote at the Shareholders' Meeting it is necessary to request the authorized intermediary (banks or securities firm) to send a statement to the Company certifying the entitlement of its right to do so. This statement shall be issued by the intermediary on the basis of balances on the accounts recorded at the end of the seventh trading day prior to the date of the Shareholders' Meeting (*record date*). The Trading Calendar is available on

Borsa Italiana's website (www.borsaitaliana.it). The statement must be sent to the Company by the end of the third trading day prior to the date of the Shareholders' Meeting. Shareholders who receive the statement after the record date will not be entitled to attend and vote at the Shareholders' Meeting. However, it is possible to attend and vote if the statement is received by the Company after the above-mentioned deadline, but before the opening of the Shareholders' Meeting. Please ask the authorized intermediary for a copy of the statement sent to the Company, to show it for the registration on the day when the Shareholders' Meeting takes place. If the Shareholders' Meeting is not called on single call and the first call went unattended, the statement sent to Saipem remains valid also for subsequent calls.

Please note that the notification to Saipem is made by the intermediary at the request of the person entitled to do so. Shareholders are required to instruct the intermediary holding their accounts to make the aforementioned notification to the Company and are advised to request a copy of the notification sent to the Company from the intermediary, for presentation at the Shareholders' Meeting during the registration and accreditation process. Any requests for advance notice from the intermediary or financial charges for the fulfilment of the latter's obligations are not attributable to the Company.

Shareholders having shares not yet been dematerialized, who intend to attend the Shareholders' Meeting, must first deliver them to an intermediary for their entry into the centralized management system under the dematerialization regime and request the issue of the aforementioned notification.

Please note that, according to the provisions of Article 106, paragraph 7, of Legislative Decree no. 18/2020, as most recently extended by Article 4, paragraph 11, of Law Decree no. 200/2025, converted, with amendments, by Law no. 26/2026, Shareholders entitled to vote may attend the Shareholders' Meeting exclusively through the Designated Representative, pursuant to Article 135-*undecies* of Legislative Decree 58/98.

- Is it possible to revoke the proxy?

The proxy and voting instructions may always be revoked, notwithstanding any agreement to the contrary.

- Is it possible that the Shareholders' Meeting be called at the shareholders' request?

Yes. The Directors must call the Shareholders' Meeting when it is requested by shareholders representing at least one twentieth of the share capital. However, a Shareholders' Meeting cannot be called at the request of Shareholders for the matters upon which, according to the law, the Shareholders' Meeting shall resolve on the basis of a project or report made by the Board of Directors (i.e. financial statements). The Shareholders who request a Shareholders' Meeting must prepare a report on the proposals relating to the items to be discussed. The Board of Directors shall make the report available to the public, together with its own evaluation, if any, at the Company's registered office, on the Company's website, on Borsa Italiana, and on the authorized Storage System, when the notice of Shareholders' meeting is published.

- Who are the intermediaries?

Banks and/or securities firms.

- When are the minutes of Shareholders' Meetings available?

The minutes are available at www.saipem.com, on Borsa Italiana's website (www.borsaitaliana.it) and on the authorized Storage System within 30 days from the Shareholders' Meeting. Within 5 days from the Shareholders' Meeting, a summary report of the votes shall be made available on Saipem's website. The summary shall detail the number of shares represented at the shareholders' meeting and the shares on which a vote was expressed, the percentage of capital represented by those shares, the number of votes in favour and against the resolution and the number of abstentions.

- How may the proxy be granted?

The proxy may be granted to the Designated Representative in accordance with the procedures specified in the notice of Shareholders' Meeting and Instructions to the Shareholders published on the website www.saipem.com.

- Where and when is the notice calling the Shareholders' Meetings published?

The notice calling the Shareholders' Meeting is published on the Company website, sent to Borsa Italiana and to the authorised storage system. An extract of the notice is also published on at least one national newspaper, usually one the "Il Sole 24 Ore" newspaper. Terms for the publication of the notice calling the Shareholders' Meeting vary according to the items submitted for discussion and deliberation of the Shareholders'

Meeting. In particular, for the approval of the financial statements and in general, in all cases for which a different term is not provided, the notice is published at least 30 days prior to the date of the Shareholders' Meeting. If the Shareholders' Meeting is called to appoint the members of the Board of Directors and of the Board of Statutory Auditors, the notice is published 40 days prior to the date of the Shareholders' Meeting. If the Shareholders' Meeting is called to authorize the Board of Directors to undertake any action or operation to hinder a public purchase offer, the notice is published 15 days prior to the date of the Shareholders' Meeting.

- Is it possible to ask for items to be added to the agenda or to propose additional resolutions on items already in the agenda?

Shareholders who, severally or jointly, represent at least one fortieth of the share capital may ask for items to be added to the meeting agenda, within 10 days from the publication of the notice calling the Shareholders' Meeting, indicating the proposed items or presenting resolution proposals on items in the meeting agenda. Requests, with the certificate attesting ownership of the shares, are submitted in writing, by letter or email in the manners provided for in the notice of Shareholders' meeting. The proposed resolutions may be presented individually at the Shareholders' Meeting by persons entitled to vote. Additions to the agenda cannot be made for those matters upon which, according to law, the Shareholders' Meeting resolves based on a proposal by the Board of Directors or a project or report by the Board of Directors other than those on the items of the meeting agenda. The Board of Directors informs of the additions to the meeting agenda or the proposed resolutions at least 15 days prior to the date set for the Shareholders' Meeting, with the same methods prescribed in the notice of Shareholders' meeting (publication on Saipem's website, on Borsa Italiana, on the Storage System and in at least one national newspaper). The proposed resolutions on items already on the meeting agenda are made available to the public at the Company's registered office, on its website and in any other manner established in Consob regulations, at the same time as the publication of the announcement of their presentation. Within the deadline for submission of a request to add items or proposed resolutions, the requesting or proposing Shareholders shall send to the Board of Directors a report with the reasons for the proposed resolution. The Board of Directors makes the report available to the public, together with its own evaluations, if any, at the same time as the publication of the notice of additions to the meeting agenda at the registered office, on Borsa Italiana, on the Storage System and on Saipem's website.

However, all Shareholders entitled to vote can present resolution proposals on items on the agenda at the Shareholders' meeting.

As the Shareholders may take part in the Shareholders' Meeting exclusively through the Designated Representative, any person entitled to vote wishing to make resolution proposals on items on the agenda is invited to send them beforehand by the deadline set forth in the Notice of Shareholders' meeting using the methods listed therein. The entitlement to make proposals shall be confirmed by providing documentation proving the right to vote on the record date and grant the Designated Representative a proxy for their participation in the Shareholders' Meeting.

The proposals received will be published on the Company's website by the deadline set forth in the Notice of Shareholders' meeting, to allow voting Shareholders to express their vote in an informed manner also on these new proposals, and to allow the Designated Representative to collect the relevant voting instructions, if necessary.

- Where and when are reports by the Board of Directors regarding items on the agenda made available to the public?

The reports by the Board of Directors on each item of the meeting agenda are made available to the public at the Company's registered office, on the Company's website, on Borsa Italiana (www.borsaitaliana.it) and on the authorized Storage System, within the deadline for the publication of the notice (see FAQ "Where and when is the notice calling the Shareholders' Meetings published?"). However, law may provide for different terms: for example in the event of a reduction in share capital due to losses exceeding one-third, the deadline for publication shall be 21 days prior to the Shareholders' Meeting.

- When is it possible to know whether a Shareholders' Meeting will be held in single call?

The notice calling the Shareholders' Meeting explicitly states if the Shareholders' Meeting is held in single call or more than one call. Ordinary and Extraordinary Shareholders' Meetings are usually held in single call; the relevant resolutions are taken with the majorities required by law. The Board of Directors may elect, whenever it is deemed necessary, to hold Ordinary and Extraordinary Shareholders' Meetings in more than one call; the resolutions in first, second or third call are taken in each case with the majorities required by law.

- Who is the Designated Representative of the Company?

The Shareholders' Representative designated by the Company is the subject to whom Shareholders may confer their proxy free of charge, with voting instructions on all or part of the proposals in the agenda by the end of the second trading day prior to the date for Shareholders' Meeting, including any subsequent call. The proxy to the Designated Representative, which is free of charge for shareholders, was introduced in Article 13.3 of the By-laws. The name and contact details of the Designated Representative are indicated in the notice calling the Shareholders' Meeting. Further information can be found on Saipem's website.

- How and when is the proxy conferred to the Shareholders' Representative designated by the Company?

The proxy as per Article 135-*undecies* of Legislative Decree 58/98, is granted by signing the relevant proxy form, whose content was established by Consob. Granting a proxy is free of charge for the Shareholder. The proxy must be granted by the end of the second trading day prior to the date of the Shareholders' Meeting, including any subsequent call and it shall not be valid for proposals for which no voting instructions have been provided. The proxy and related voting instructions can be revoked within the above-mentioned deadline.

Shareholders who do not wish to use proxies as per Article 135-*undecies* of Legislative Decree 58/98 may grant proxies and/or sub-proxies pursuant as per Article 135-*novies* of Legislative Decree 58/98, which, along with written voting instructions, must be received in accordance with the provisions and within the deadlines set forth in the notice calling the Shareholders' Meeting.

- How is it possible to attend and vote at the Shareholders' Meeting?

In accordance with the provisions of Article 106, paragraph 7, of Legislative Decree no. 18/2020, as most recently extended by Article 4, paragraph 11, of Law Decree no. 200/2025, converted, with amendments, by Law no. 26/2026, Shareholders entitled to vote may attend the Shareholders' Meeting exclusively through the Designated Representative pursuant to Article 135-*undecies* of Legislative Decree 58/98.

- Is it possible to revoke the proxy and the voting instructions conferred to the Designated Representative of the Company?

Yes. It is possible to revoke the proxy and the associated voting instructions by the deadlines set forth in the notice convening the Shareholders' Meeting.

- Where is it possible to find the form to confer the proxy to the Shareholders' Representative designated by the Company?

The proxy forms are available on Saipem's website and at Saipem's registered office. For further information please consult Saipem's website, www.saipem.com.

- Are the minutes of Shareholders' Meetings made available on the Internet?

Yes. The minutes of the Shareholders' Meeting is made available on Saipem's website in the Governance | Shareholders' Meetings section. Attached to the minutes are also the voting outcomes.

BOARD OF DIRECTORS

- Is there an Executive Committee?

Currently no, although the Board of Directors has the authority to establish one, should it be deemed appropriate, pursuant to Article 25 of the By-laws.

According to the provisions of Article 21 of the By-laws, the Company currently has only one Chief Executive Officer (Mr. Alessandro Puliti).

This is without prejudice to the Board's authority, as provided for in the last sentence of Article 19 of the By-laws, to establish Internal Board committees with advisory and proposal-making functions on specific matters. For further information on Saipem's Internal Board committees, please visit the website www.saipem.com, under the section Governance | Comitati Endo-consiliari.

- Is the Chairman appointed by the Shareholders' Meeting?

The Chairman is appointed by the Shareholders' Meeting pursuant to Article 21 of the By-laws. If the Shareholders' Meeting has not appointed a Chairman, the Board of Directors shall appoint the Chairman.

- What financial statements must the Board of Directors approve?

The financial statements that the Board of Directors must approve are those contained in the annual and consolidated financial statements, the semi-annual report, and the interim management reports.

- How many Directors are there on the Board and how are they appointed?

The By-Laws provide that the Board of Directors consist of a minimum of 5 and a maximum of 9 members. There are currently 9 Board Directors in office. They are generally appointed by the voting procedure set forth in Article 19 of the By-laws.

- How long is the Board of Directors' office?

According to Article 19 of the By-laws, the Board of Director's office lasts 3 financial years, lapsing at the date of the Shareholders' Meeting called upon to approve the financial statements of the last financial year of their office. The Board of Directors is renewable.

- Who are the members of Saipem's Board of Directors?

Current Board Directors are: Elisabetta Serafin, Chairman (independent Board Director); Alessandro Puliti, CEO and General Director; Monica Girardi (independent Board Director); Francesca Mariotti (independent Board Director); Patrizia Michela Gianguialano (independent Board Director); Francesca Scaglia; Paolo Sias; Paul Simon Schapira (independent Board Director); Mariano Mossa (independent Board Director).

- What does "Independent Director" mean?

Both the provisions of law (Article 147-*ter* of Legislative Decree N° 58/1998) and the principles of the Corporate Governance Code, to which Saipem adheres, contain the definition of Independent Board Director. In summary, a Board Director is considered independent if he/she has not, or has recently not had, neither directly nor indirectly, a significant commercial, financial or professional relationship with the Company or with parties linked to the Company by relationships that could influence his/her judgment.

Article 19 of the By-laws states that at least one Board Director, if the Board Directors are fewer than seven, or at least three Board Directors if the Board Directors are more than seven, shall meet the same independence requirements as requested for the members of the board of statutory auditors of listed companies. Should the Company be subject to the direction of another listed company, the majority of Board Directors must also meet the independence requirements set by Consob. The above-mentioned Article of the By-laws, also provides that the Board of Directors periodically evaluates the independence requirement of its members. The outcome of this evaluation is communicated to the market.

- How often does the Board of Directors meet?

The By-laws do not specifically state the frequency of the Board's meetings, although Article 21 assumes that they are held at least every three months. In any case, the Board – usually – meets at least once a month. The dates of the Board meetings at which the Board is called to review and approve the Company's financial results are listed in the financial calendar.

- Who can propose lists for the Board of Directors?

Pursuant to Article 19 of the By-laws, Shareholders holding at least 2% of the share capital or different percentage as set by Consob Directive (at least 1% of the ordinary share capital as per Consob's Executive Determination no. 155 of 27 January 2026).

- Is there a Nomination Committee?

The Remuneration and Nomination Committee was established on 13 February 2012.

- Does Saipem publish, at the beginning of the year, the dates of Board meetings called to approve the Company's consolidated reports (financial calendar)?

Yes, dates are communicated to Borsa Italiana by January 30 of each year. The calendar is also published on Saipem's website, under the section Investor Relations.

- Has the Board of Directors set up internal committees?

Taking into account the recommendations and principles contained in the Corporate Governance Code, with the resolution of May 18, 2021, the Board of Directors, appointed on April 30, 2021, set up the following Internal Board committees with preparatory, propositive and consultative functions: the Remuneration and Nomination Committee, the Audit and Risk Committee, the Related Parties Committee (whose functions were previously split between the Audit and Risk Committee and the Remuneration and Nomination Committee) and the Sustainability, Scenarios and Governance Committee.

The Remuneration and Nomination Committee is made up of non-executive directors, the majority of whom are independent, the Audit and Risks Committee is made up of non-executive directors, the majority of whom are independent; the Related Parties Committee is made up of non-executive directors, all of whom are independent; while the Sustainability, Scenarios and Governance Committee is made up of non-executive directors, the majority of whom are independent. The composition and functions of the Internal Board committees are governed by the Board in compliance with the principles to which Saipem adheres.

The current composition of each committee is the following:

- Audit and Risk Committee: Paul Simon Schapira (Chairman), Patrizia Michela Gianguialano and Francesca Scaglia.
 - Remuneration and Nomination Committee: Francesca Mariotti (Chairman), Francesca Scaglia and Paul Simon Schapira.
 - Sustainability, Scenarios and Governance Committee: Elisabetta Serafin (Chairman), Francesca Mariotti, Mariano Mossa and Paolo Sias.
 - Related Parties Committee: Patrizia Michela Gianguialano (Chairman), Monica Girardi and Mariano Mossa.
- Why is the Board of Directors appointed from voting lists?
To ensure representation not only of the relevant Shareholders but also of the minority Shareholders.
 - What is the role of the Board of Directors?
The Board of Directors plays a central role in the Corporate Governance system of Saipem. In accordance with Article 21 of the By-laws, the Company currently has only one Chief Executive Officer (Mr. Alessandro Puliti). Pursuant to the same Article, the Board of Directors has delegated to the Chief Executive Officer the powers to manage the Company, with the exception of specific matters that the Board has reserved for itself, most recently by resolution of 14 May 2024, in addition to those that cannot be delegated by law.

BOARD OF STATUTORY AUDITORS

- How many Statutory Auditors and Alternate Auditors are there?
The Board of Statutory Auditors is made up of 3 Statutory Auditors and 2 Alternate Auditors, which now are: Giovanni Fiori, Chairman, Antonella Fratolocchi, Statutory Auditor, Ottavio De Marco, Statutory Auditor, Raffaella Annamaria Pagani, Alternate Auditor and Maria Francesca Talamonti, Alternate Auditor.
Please note that the agenda for the upcoming Shareholders' Meeting on 12 May 2026, includes the appointment of the Board of Statutory Auditors. The appointment process will follow the list voting procedure set forth in Article 27 of the By-laws. The outgoing Statutory Auditors may be re-elected.
- How are they appointed?

From the voting lists procedure, pursuant to Article 27 of the By-laws. This Article also provides that the Shareholders' Meeting appoints the Chairman of the Board of Statutory Auditors from those Statutory Auditors drawn out from the lists presented by the minority Shareholders.

- Who can propose lists for the Board of Statutory Auditors?

Pursuant to Article 27 of the By-laws, shareholders holding at least 2% of the share or the different threshold established by law or other regulatory provisions, including – in particular – Consob Directives (see the most recent Consob Executive Determination No. 155 of January 27, 2026). Only Shareholders who, either individually or jointly with other Shareholders, hold at least 1% of the shares having voting rights at the ordinary Shareholders' Meeting are entitled to submit lists, in accordance with Consob Directive no. 155 of 27 January 2026.

- How long is the mandate for Statutory Auditors?

The office for Statutory Auditors lasts 3 financial years, lapsing at the date of the Shareholders' Meeting called upon to approve the financial statements of the last financial year of their office. The Board of Statutory Auditors is renewable.

- Why is the Board of Statutory Auditors nominated by voting list?

To ensure representation not only of the relevant Shareholders but also of minority Shareholders.

- What are the responsibilities of the Statutory Auditors?

The Board of Statutory Auditors ensures:

- compliance with the law and the By-laws;
- observance of the principles of correct administration;
- the adequacy of the Company's organizational structure for matters within the scope of the Board of Statutory Auditors' authority, the adequacy of the internal control system and the administrative and accounting system and the reliability of the latter in correctly representing the company's management activities;
- the actual implementation of corporate governance rules provided for in codes of conduct issued by companies managing regulated markets or by trade associations, which the company publicly states it complies with;

- the adequacy of provisions that Saipem issues to its subsidiaries pursuant to Article 114, paragraph 2 of Legislative Decree 58/98(*).

(*) Article 114, paragraph 2, of Legislative Decree 58/98 states that: "Listed issuers shall issue appropriate instructions for subsidiaries to provide all the information necessary to comply with the information requirements established by law. Subsidiaries shall transmit the information required in a timely manner".

REPORT ON THE REMUNERATION POLICY AND COMPENSATION PAID

- Are the shareholders involved in the approval of Saipem's Remuneration Policy?
Yes, from 2012, Saipem's Shareholders are invited to express their opinion on the policy adopted for the remuneration of the Board Directors and other senior managers with strategic responsibilities, as described in the first section of the Report on the Remuneration Policy and Compensation Paid made available on the Company's website at least 21 days prior to the Shareholders' Meeting. From 2020 Shareholders are required to express a binding vote on the first section of the Report, while the second section is subject to a consultative vote.
- Is the information on the compensation paid to the CEO-General Director and other Directors public?
Yes, the information on the compensation paid to the CEO-General Director, the other Board Directors, Statutory Auditors and, in aggregate form, to senior managers with strategic responsibilities is contained in the second section of the Report on the Remuneration Policy and Compensation Paid available on the Company's website. A copy of the Report can be requested via email to segreteria.societaria@saipem.com.
- How is the Directors' remuneration set?
The Shareholders' Meeting determines the remuneration of the Chairman and the Board Directors, upon appointment and throughout their term of office. The Board of Directors determines the remuneration of the Board Directors with executive powers or for their participation to the Internal Board Committees, at the proposal of the Remuneration and Nomination Committee and after consultation with the Board of Statutory Auditors. In implementing the Recommendations of the Corporate Governance Code and the regulations in force (Article 123-ter of Legislative Decree n.58/98) the Board of Directors

also approves the policy for the remuneration of the Board Directors, the CEO-General Director, senior managers with strategic responsibilities and the control bodies described in the first section of the Report on the Remuneration Policy and Compensation Paid available on the Company's website.

- Are Incentive plans linked to the achievement of sustainability goals?

Yes, the variable incentive plans are dependent on the achievement of sustainability targets, aimed at ensuring that an ever-increasing attention is paid to issues concerning Environmental, Social & Governance (ESG).

- What is the role of Saipem's Remuneration and Nomination Committee?

The Remuneration and Nomination Committee has advisory and consultative functions to the Board of Directors in particular regarding the preparation of the Report on the Remuneration Policy and Compensation Paid; the proposals on the remuneration of Board Directors, in particular those with executive powers and members of the Internal Board Committees, the CEO-General Director and senior managers with strategic responsibilities; the general criteria for the establishment of performance targets and the assessment of results related to the implementation of variable incentive plans.

- Is the remuneration of the CEO-General Director linked to the performance of the Company?

Yes, the pay-mix of the CEO-General Director is characterized by a significant variable component, subject to the achievement of predetermined Saipem performance targets.

- What are the aims of Saipem's Remuneration Policy?

Saipem's Remuneration Policy is defined in accordance with the Governance model adopted by the Company and with the Recommendations of the Corporate Governance Code, with the aim of promoting the alignment with Shareholders' interests, with the primary objective of creating sustainable value for the stakeholders in the medium to long term and of attracting, motivating and retaining people of high professional and managerial profile. Saipem's Remuneration Policy contributes to the achievement of the Company's mission and strategies through:

- the promotion of actions and conduct that reflect the Company's values and culture, in accordance with the principles of plurality, equal opportunities, the recognition of individuals' knowledge and professional expertise, fairness, non-discrimination and

integrity as set out in the Code of Ethics, in the “Our people” Policy and in the “Diversity, Equality & Inclusion” Policy;

- the recognition of the assigned roles and responsibilities, of the achievements and of the value of professional contribution, taking into account the relevant context and employment markets;
- the definition of incentive systems related to the achievement of economic and financial, business development, operational and individual targets, as well as ESG targets, designed with the view of ensuring the sustainability of results in the medium to long term, in line with the guidelines set out in the Strategic Plan and Sustainability Plan of the Company and with the responsibilities assigned.

- Does Saipem’s Remuneration Policy provide for the repayment of undue incentives (claw-back)?

Yes, as part of the general principles of Saipem’s Remuneration Policy, it is foreseen the application of a specific Regulation, approved by the Board of Directors, upon the proposal of the Remuneration and Nomination Committee, concerning the claw-back and malus clauses for all short- and long-term variable incentive plans, whether cash- or share-based, paid and/or allocated and/or awarded to the Chief Executive Officer-General Manager, Senior Managers with Strategic Responsibilities and other managers of the Company. The Regulation allows for the recovery of variable components of the remuneration already paid or the equivalent value of shares already allocated (so-called “claw-back”), or for the withholding of incentives or the allocation of shares (so-called “malus”), depending on the circumstances, within the prescribed time limits. This may apply in two scenarios, relating to the incentives or serious breaches of laws and/or regulations, the Code of Ethics or the Company’s regulatory framework. Firstly, the Regulation applies where incentives have been determined on the basis of data relating to results achieved or performance delivered or even to their processing and quantification, which following checks carried out by the relevant company departments, have proved to be manifestly incorrect, or in cases of deliberate or grossly negligent alteration of the data and information used to calculate results, compared to the assigned targets and in any event the data on the basis of which the payment, allocation or award of incentives was arranged in order to achieve the right to the incentive. Secondly, the Regulations applies in the event of serious breaches of laws and/or regulations, the Code of Ethics or the Company’s regulatory framework, including

through omissions, which are relevant – even indirectly – to the employment relationship and are of such significance as to constitute grounds for disciplinary dismissal.

For further details, please refer to the Report on Remuneration Policy and Compensation Paid 2026.

FINANCIAL REPORTS

- Which are the Board meetings at which the Company's financial results are examined?
During each financial year Board meetings are planned for the approval of the Company's economic and financial results as follows:
 - preliminary consolidated results (if any);
 - annual consolidated financial statements and preliminary statutory financial statements (included in the Annual Report);
 - consolidated results at 31 March;
 - the half-yearly report;
 - consolidated results at 30 September.

The dates of the meetings for the approval of the Company's financial results are communicated to Borsa Italiana and the market by 30 January of each year. The financial calendar is also published on Saipem's website (www.saipem.com).

- How many financial reports are published?
According to legislative decree no. 195/2007, which conforms to EU directive 2004/109/CE (so called *Transparency*) starting from 2008 interim reports for the first and third quarters are published within forty-five days of the end of the period concerned. The aforementioned documents replace the quarterly interim Reports.
Legislative Decree 25/2016, which abolished the obligation to publish an interim management report, was followed by Consob Resolution No. 19770 of 26 October 2016, which set out the criteria to be followed by issuers which, on a voluntary basis, intend to publish additional reports other than the annual and half-yearly financial reports.
The Board of Directors, to ensure continuity and regularity in the provision of information to the financial community, to the markets and to investors regarding the Company's financial and operative performance, and in line with the practice adopted by the main peers, has resolved to keep, until otherwise decided, voluntarily preparing and issuing quarterly interim

reports according to the previous practice, and in particular to adopt the following policy on information:

Content of interim reports

In line with existing practice, interim reports shall contain the following information to be disclosed to the market:

- main consolidated financial data (revenues, EBITDA, operating results, net results, cashflow, capital expenditure and awarded contracts);
- guidance for the year;
- backlog and net debt update;
- consolidated balance sheet, reclassified income statement and cashflow statement;
- analysis by business sector.

This information shall be compared to that of the same period for the previous year.

Disclosure

Interim reports shall be published exclusively via a press release, to be issued following the approval, by the Board of Directors, of the relevant financial data.

Timing for the approval and publication of interim reports

Interim reports shall be approved by the Board of Directors at meetings to be held no later than 45 days from the closure of the first and third quarters of each year. They shall be published following their approval as indicated above.

- Which newspapers are used to publish notices concerning the availability of documentation?
Notices are usually published on “Il Sole 24 Ore” newspaper, as well as on the Company's website (www.saipem.com), on Borsa Italiana’s website (www.borsaitaliana.it) and on the authorized Storage System.
- Is the half-yearly report prepared on a consolidated basis?
Yes, it is.
- Is the half-yearly report subject to an independent audit?
Yes. It is subject to a limited review.
- Are the Company's annual, half-yearly and quarterly reports and press releases publicly available?

Yes, the Company's annual, half-yearly and quarterly reports and press releases are available on Saipem's website (www.saipem.com). They are also published on Borsa Italiana S.p.A.'s website (www.borsaitaliana.it) and through the authorized storage system. Copies of the aforementioned documents may also be requested by sending an email to segreteria.societaria@saipem.com.