ansaldo | energia

SUSTAINABILITY REPORT 2022

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LETTER OF THE CHIEF EXECUTIVE OFFICER

Measuring performance to improve processes is part of our daily activity. We do this on our products, analyzing on time real functionality of our machines and providing to our customers essential information to increase efficiency, reduce costs by exercise, increase profitability. We will have to do this, more and more, also in relation to business processes.

We have been publishing the Sustainability Report for three years and from the next edition we will expand the scope of reporting to the full Ansaldo Energia Group. The value of the Sustainability Report is not only to draw up a balance sheet, but to provide a tool that that relates economic, environmental and social indicators by increasing the opportunity to identify significant trends and provide useful guidance for the efficiency of the company.

Measuring ESG (Environmental, Social, Governance) parameters means generate greater awareness and care for human resources, economy and know-how that are part of the company's assets. It is the ideal definition of the term "sustainability": taking action to ensure that our activities are carried out with positive effects both for us and for the environment around us.
This approach makes even more clear the importance of the Sustainability Report, which should represent a guidance tool always up to date, and not only the performing of a financial statement. Indeed, the Sustainability Report shall provide precise and immediate directions for the Company decisions.

Measuring and improving is crucial not only in environmental or economical terms, but also social ones. Growing in areas such as gender equality and the enhancement of individual potential represents an opportunity for all members of our business community.

Ansaldo Energia is committed with conviction to continuing this journey.

Fabrizio Fabbri, Chief Executive Officer

ANSALDO ENERGIA

Ansaldo Energia is an international leading group in the field of power generation, providing components, turnkey plants, service support and plays a key role in the energy transition both in traditional businesses and with specific initiatives in the field of renewable energy.

The Sustainability Report 2022 is part of the gradual approach of the reporting to the Group perimeter as represented in the consolidated corporate financial statements and, with respect to the previous ones, includes in addition to the data of Ansaldo Energia S.p.A., also those of the other two companies present on the headquarters site: Ansaldo Green Tech S.p.A. and Ansaldo Nucleare S.p.A.[1]

1 For detailed information on the reporting perimeter, see methodological note at p. 146

HIGHLIGHTS[2]

Environmental

- 1,9%
total energy consumption
per hour worked by site staff

- 37,9%
tons paper, plastic and aluminum consumption
canteens, offices and vending machines

- 9,1%
total of special waste
per hour worked by site staff

- 29,7%
tons packaging consumption
plastic, wood and cardboard

- 148,0
tons of CO_2e
emissions of greenhouse gases for reduction of waste production and use of packaging

- 5,9%
greenhouse gas emissions
scope 1 + scope 2 location based

Social

Contract types
99,1%
employees employed **full-time**

Recruitment
21,8%
of new hires **< 30 years of age**

Job System
role and competency management for professional families

Health surveillance
extended to third-party companies working in the Genoa site

Health and safety
+ 10,2% hours **of training provided.**
Worker participation, analysis *Near miss* and *EHS observations*.
Monitoring activities extended to suppliers and contractors

Supply Chain
77,5% of the order from **Italian suppliers.**
Integration of SMEs in the value chain

Community
Conventions with Universities and Research Centers, Support for Associations and charitable initiatives for the protection of artistic and environmental heritage and the spread of culture

2 The data refer to 2022; relative and absolute changes are calculated from 2021

Governance

Ethics
Organization, Management and Control Model, Code of Ethics, Code of Conduct

Anti-corruption
Certified management system compliant with ISO 37001

Innovation Awards: Intellectual property[3]
over **2,000 patents** active
over **200 brands**
56% of new patent deposits in the area of sustainability

Intellectual Property (IP) and Innovation Awards[3]**:**
2022 Gold award – Best IP Department in Italy
2022 Silver award – Best EMEA IP Department (category: patent)
2023 Silver Award – Best IP Department Italy

Quality Management
Certified management system compliant with ISO 9001

Environment Management
Certified management system compliant with ISO 5001

Energy Management
Certified management system compliant with ISO 50001

3 International Legal Alliance Summit and Awards

HISTORY

Founded in **1853** in Genoa, Ansaldo contributes significantly to the history of Italian industrialization. It started its business with the construction of steam locomotives and then expanded its activities with the shipbuilding and production in the defence field. Subsequently, also through industrial collaborations, it extends its range of production and skills moving from a production of war to a production of peace that covers different sectors.

It joined the Iri group since the establishment of the Institute and, always from the date of its foundation, it began to be part of Finmeccanica, where it remained, in the form of a group of companies, until **the '90s** of the last century when, gradually, the different sectors that make them up have begun to follow different paths.

Its vocation for energy was rooted in **1912** when the first steam turbine was produced and in **1923** when the first power generation plant was built.

Subsequently, it also proceeds through innovation and technology and develops in the mechanical and electrical industry. Ansaldo Energia was founded in **1991**.

In **1995** Ansaldo Energia built the first combined cycle plant entirely based on gas turbine technology and achieved total technological independence in **2005**. Since then, Ansaldo Energia has grown and is one of the world's leading electricity generation components producer and a leading player in the energy transition.

The birth of the nuclear sector dates back to 1966 and in **2005** the creation of Ansaldo Nucleare S.p.A. takes place, starting from the Ansaldo Energia division.

Since **2011**, the shareholder structure has changed to the 2023 structure in which Ansaldo Energia is a company 99.52% owned by CDP Equity (Cassa Depositi e Prestiti Group) and 0.48% by Shanghai Electric Gas Turbine Co Limited.

In **2016** Ansaldo Energia acquired Alstom's heavy-duty advanced gas turbine business and **2021** was the year in which Ansaldo Green Tech was established.

Mission

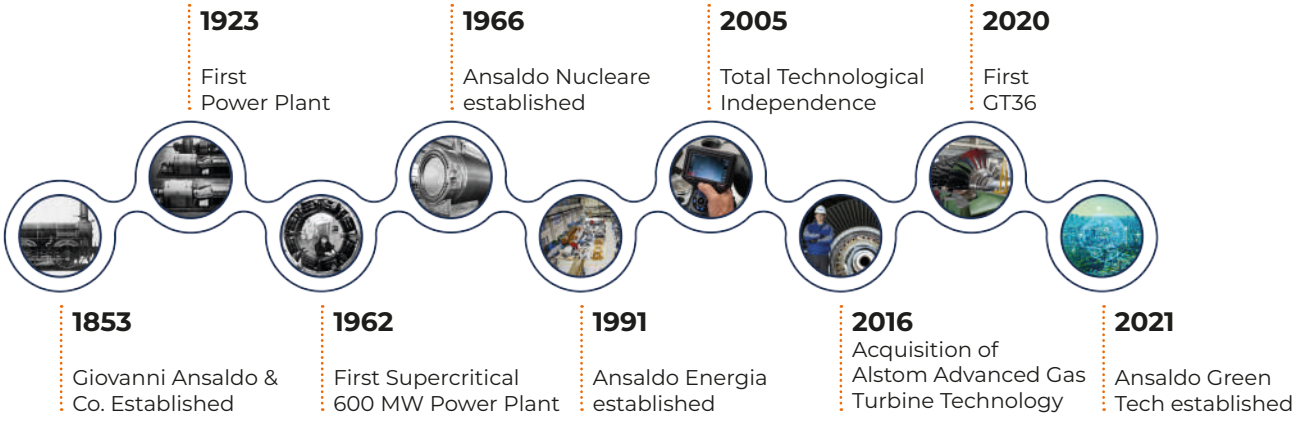
Ansaldo Energia has always been committed to **sustainable, innovative power generation,** ensuring mitigation of environmental impact and more flexible energy generation

Vision

Ansaldo Energia is committed to pursuing the objective of carbon neutrality for energy that preserves the environment and allows universal access to sources.Not only an energy evolution awaits us, but also a technological, social and cultural evolution – which we face thanks to our flexibility and ability to work in synergy, with the passion and innovation that are in our DNA.Based on the experience of 170 years of history, we work today looking at the technologies of the next decades in order to offer the new generations a sustainable future.

Values

- Dependability and responsibility
- Tradition and innovation
- Passion and competence
- Collaboration and agility/flexibility



PRESENCE IN THE WORLD

Ansaldo Energia operates all over the world, providing components for power generation plants, turnkey plants and service support activities.

The Headquarters is located in Genoa, where the three companies, Ansaldo Energia S.p.A., Ansaldo Nucleare S.p.A. and Ansaldo Green Tech S.p.A. have their registered offices.

Activities related to Ansaldo Energia S.p.A. and Ansaldo Green Tech S.p.A. are carried out at the production site and in the two operating sites of Genoa; in the main production plant, mechanical processing of new components, repairs, laboratory activities, and final assembly in a hub with outlet at sea, are performed.

The other two operating sites are dedicated respectively to laboratory and assembly activities for microturbines and to the assembly of large-scale turbines.

There are numerous branches and operational sites that allow a capillary presence.

Company Headquarters Subsidiary Companies and JVs Branches and Offices

INTEGRATED BUSINESS MODEL FOR THE ENERGY INDUSTRY

Ansaldo Energia focuses on the following main business lines:

New Units

(Plants, Gas and Steam Turbines, Generators, Synchronous Condensers)

Service

(Digital Plant Support, Service Turbines and Shaft Line, Performance and Emissions Optimizations, LTSA)

Energy transition solutions

(Energy Storage, Electrolyzers and Microturbines)

Nuclear

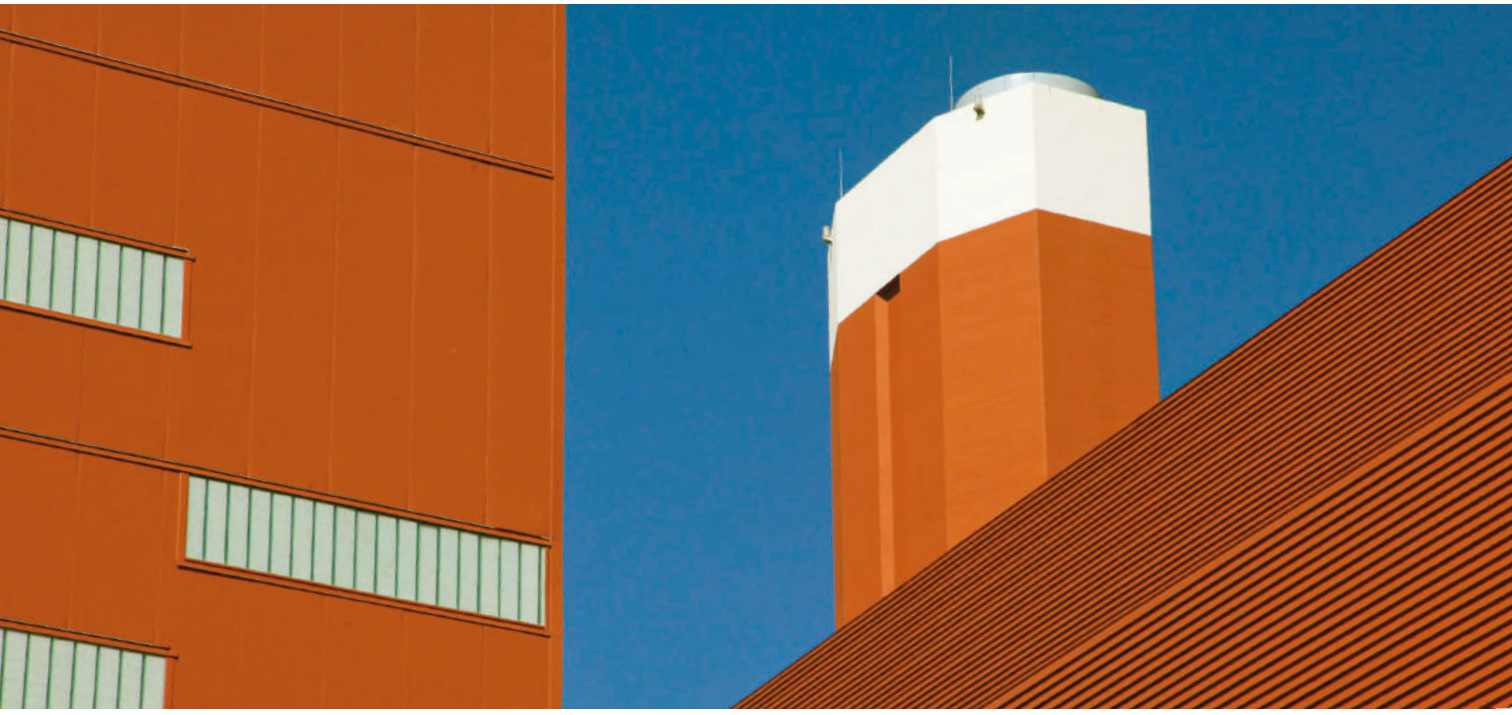
(SMR, IV Generation Reactors, Fusion, Decommissioning and Waste Treatment, EPC Contractor, Plant Operation Assistance)

With the development and diversification of its product portfolio, **the Group is committed to being a leader in the national and international energy transition process**.

New units
Plants

Ansaldo Energia has a wide portfolio of innovative and tested products, which allows it to build plants capable of reducing the environmental impact and offer architectural solutions that meet the customer's expectations and integration with the territory. Simple cycle and advanced combined cycles, steam, hydroelectric and geothermal power plants.

Model	Module power Size, MW	Total power, MW	Scope of Supply
THERMAL PP	40 ÷ 1.000	13.500	Power Island, EPC
OPEN CYCLE PP	> 80	8.000	Power Island, EPC
COMBINED CYCLE PP	> 120	26.000	Power Island, EPC
TOTALE		47.500	



Gas turbines

Ansaldo Energia gas turbines feature advanced technology and a robust and proven design, ensuring high performance and low environmental impact, high flexibility and reliability. They are therefore suitable for a variety of applications and environmental conditions – for open-cycle or combined-cycle systems – and for fuel diversification. In particular, Ansaldo Energia is focusing on increasing the hydrogen combustion capacity with a target of 100% for 2030; currently GT36 is able to use fuel mixtures containing up to 70% hydrogen. In this regard, as stated also in the sustainability plan of this Report, Ansaldo Energia, in 2022, together with European partners, won THE HORIZON-JTI-CLEANH-2022-1 call for the launch in 2023 of the Flex4H2 project aimed at the development of a burner 100% hydrogen for Class H gas turbines.

Hydrogen capability	Model	Standard offering (up to)
HEAVY-DUTY TURBINES	GT36-S5	70%
	GT26	45%
	AE94.3A	40%
	AE94.2	40%
	AE64.3A	40%
MICROTURBINES	AE T100	80%

Ansaldo Energia gas turbines cover power segments from 80 to over 500 MW: From Class E gas turbines (AE 94.2) to Class F (AE 64.3A, AE94.3A and GT26) and finally Class H gas turbines, with the GT36 turbine.

Model	ISO power (MW)		Scope of Supply
	Symple cycle	Combined cycle	
GT36-S5	538 (42,8%)	760÷1.525	50
GT26	370 (41,0%)	540÷1.083	50
AE94.3A	340 (40,3%)	495÷992	50
AE94.2	191 (36,8%)	287÷578	50
AE64.3A	80 (36,4%)	120÷243	50/60

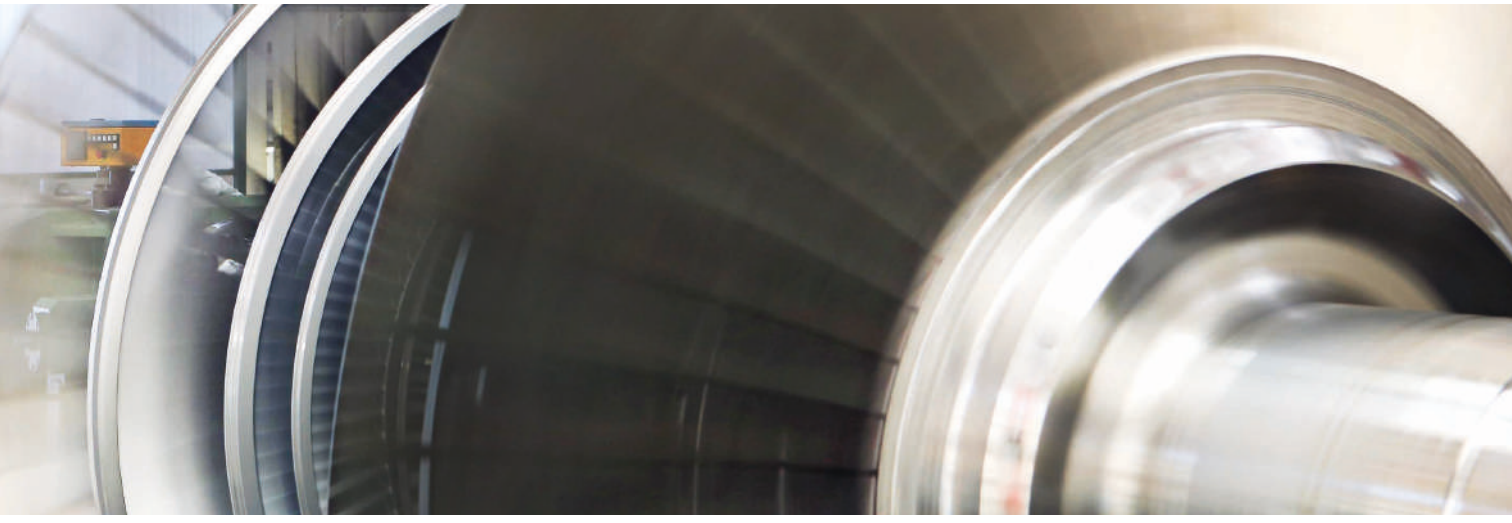
Steam turbines

Ansaldo Energia's steam turbines include models for superheated (reheat) and non-superheated (non-reheat) steam, with powers ranging from 40 to 1000 MW for fossil fuels, combined cycle, cogeneration and nuclear power plants.

Current production includes large power for supercritical and ultra-critical applications, compact modules for smaller power and single body and dual body models for non-reheat thermal cycles. The design can also satisfy district heating and cogeneration applications. All models are fully assembled in Ansaldo Energia with the exception of the larger low pressure sections, quickly and easily installed on site.

The Group's portfolio also includes steam turbines for geothermal plants.

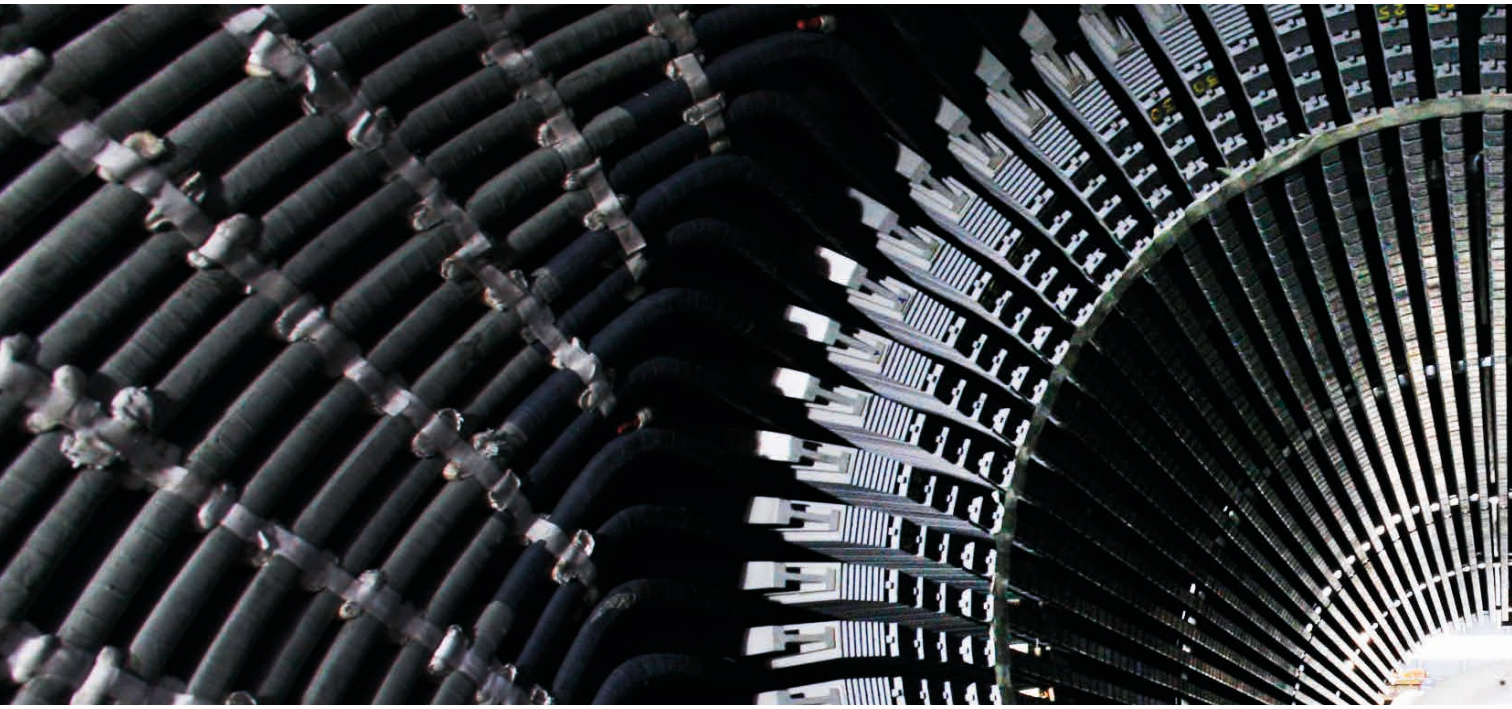
Type	Series	Power range (MW)	Applications
REHEAT	RT30	150-1.000	Thermal Fossil-fired Steam Cycles
	MT15	100-300	Combined Cycles
NON-REHEAT	MT20	100-350	Cogeneration Plants
	MT10	40-250	Solar Plants
GEOTHERMAL	GT	40-150	Geothermal Cycles



Generators

Ansaldo Energia produces a proven range of generators covering various applications, including combined cycle, steam, geothermal and nuclear plants, as well as rotating synchronous condensers with sizes ranging from 40 to 1,200 MVA.

Type	Range (MVA)		Applications
HYDROGEN/WATER-COOLED TURBOGENERATORS	Up to 1.200	Gas/Steam turbines	All Generators can operate as **Synchronous Condensers**
HYDROGEN-COOLED TURBOGENERATORS	Up to 700	Gas/Steam turbines	
AIR-COOLED TURBOGENERATORS	Up tp 440	Gas/Steam/ Geothermal turbines	
HYDROGENERATORS	Up to 420	Hydroelectric plants	



Synchronous condensers

In an energy context which, from a panorama consisting of concentrated programmable sources, is evolving toward distributed non-programmable sources, synchronous condensers are an important instrument in the field of energy transition, an irreplaceable element for the stabilization of the network with respect to the drawbacks inherent in the intrinsic intermittency of renewable sources.

The synchronous condenser is a particular application of electric generators which, connected to the transmission network, increases the short-circuit power of the network. Ansaldo Energia has finalized the manufacture, installation and commissioning of synchronous compensation units that are able to adjust the reactive power continuously and to contribute to the maintenance of the network inertia.

These devices are already today the answer to the need to guarantee high standards of quality and safety of the network. They are a key tool for the management of the electrical system, especially in conditions of reduced residual load, avoiding the launch of traditional thermoelectric generating groups at the expense of generating from renewable sources.

All Ansaldo Energia generators can be used as synchronous condensers, either in a simple or combined cycle, or *as stand-alone* equipment.

RATING	Up to 850 MVAr
RATED VOLTAGE	Max. 27 kV
INERTIA	As required by grid
EXCITATION	Static
STARTING	SFC or as required

The Ansaldo Energia synchronous condensers offer a dynamic response to react immediately to the frequency regulation and are also optimized for complete remote control and thus allow a quick and efficient management of the electricity grid.

The fleet actively monitored by the diagnostic room (Integrated Plant Support IPS[4]) is currently composed of 7 machines, on which, using automatic tools, all the essential operating parameters are monitored to allow it to be fully operational.

4 See page 21

Service

The Service is a key element of Ansaldo Energia's commitment to sustainable and innovative energy generation, capable of ensuring low environmental impacts and a high degree of flexibility.

Ansaldo Energia is a global, cross-platform service provider that supports safe, reliable interventions and improvements for power generation machines and plants.

The platforms allow emissions and performance optimization along with a wide range of activities to ensure the efficiency over time of the gas turbine, steam turbine, generator and their auxiliary systems.

Integrated technological skills allow Ansaldo Energia to operate on different machinery and to offer technical solutions for the entire plant.

As a proactive partner, Ansaldo Energia provides *one-stop shop* services, multi-technology solutions for efficiency, reliability, safety and emissions compliance.

The proposal is based on the ability to develop the right solution for each specific customer.

The portfolio extends from individual components, new and repaired, to field service activities, to complete upgrade packages. These include the *balance of plant* changes needed to fully exploit the potential for improvement, increase flexibility, and safely manage new fuels such as hydrogen.

Renewable energy production is being broadened on a large scale, to the extent that it is expected to dominate the energy mix soon. Given the intermittent nature sources, this will pose problems of stability and security of supply.

With the electricity grid still relying on conventional power generation for continuity, the preservation of existing plants is essential, and will depend on their updating to ensure maximum flexibility of the operational profile and the use of fuel in full compliance with emission limits.

By optimizing the uptime and life expectancy of the plant, the value of existing assets is increased.

A specific line of services has also been developed to assist operators in the process of energy renewal and carbon footprint reduction.

Ansaldo Energia has the know-how and the ability to implement solutions for the new market needs.

The entire Service offering, including 24/7 service through *the Integrated plant Support (IPS)* system, is made available worldwide through the Group's global organization; Experts dedicated to Genoa and Abu Dhabi manage monitoring, diagnostics and assistance for all customers with Service contracts.

Remote monitoring and diagnostics

Ansaldo Energia's *Integrated Plant Support (IPS)* combines all customer support functions into a global operational platform.

The advanced network infrastructure, in full compliance with cyber security policies, allows real-time connection to fast recorder systems for detailed analysis of vibrations, performance, combustion and generator diagnostics, allowing remote intervention. Through a structured methodology, based on expert staff and a vast database of resolved events, Ansaldo Energia is able to find solutions for any inconvenience in a short time.

Data from all plants under monitoring streamed through a constant flow, is stored in the Plant Integrator (PI) database. This vast amount of information enables advanced automated monitoring systems to be used, generating alarms and identifying malfunctions.

One of these tools is *the Ansaldo Predictive Expert Monitoring & Diagnostic* (APEX M&D) system, based on intelligent algorithms developed internally, provides predictive diagnostics and notifications for early failure identification (thus minimizing downtime).

Depending on the type of contract, the IPS service can provide an active (continuous 24/7) machine monitoring service or on request.

The following is the count of the units under monitoring for 2022, distinguishing between the two types of services.

Contract type	No. machines
ACTIVE MONITORING	277
ON-DEMAND MONITORING	34
TOTAL	311

Each report is tracked within the IPS ticket database, for each machine under monitoring; tickets are divided into different priority levels based on the severity of the issue and must comply with a minimum response time. Most tickets are resolved through remote intervention: thanks to all the diagnostics systems listed above, the environmental impact of the transfers to the sites is eliminated.

The following is a count of tickets opened during 2022.

Priority	No. open tickets	Response time to be met
A	48	24 hours
B	98	3 days
C-D	741	> 3 days

Since 2021, the Service Engineering Group has been tracking the amount of remote work being done to solve machine operational problems or improve combustion quality (e.g. reduction in emissions, increased performance). It also optimizes rotor balancing by calculating an internal KPI that estimates the positive environmental impact of this process. The results and estimates for 2022 are as follows.

Equivalent working days required to complete tasks	(of which) days performed remotely	Percentage	Saved equivalent CO_2 estimate
1.225	**590**	**48,2%**	**71,8* T_{EQ}**

** 200g/km (air) – 100g/km (car)*

Solutions for the energy transition

Ansaldo Energia, through direct partnerships and the specific activities of Ansaldo Green Tech, has started the development of the technological strands of energy storage and hydrogen in support of the energy transition.

Accumulation is the primary requirement of the energy sector and also in Italy, in order to achieve the targets set for 2030, it will be necessary to increase considerably the amount of energy produced from renewable sources, but above all, to achieve a high energy storage capacity This needed capacity is estimated 11 times higher than the current one.

In particular, through agreements being developed or concluded for energy storage and collaborations for the nascent hydrogen market, Ansaldo Energia proposes itself as a *solution provider* in wider contexts, also developing solutions for the control and integration of the various energy infrastructures.

Hydrogen is an important driver for decarbonization, and synergies enable us to work on developing low-carbon solutions to meet the challenges of climate change.

Energy Storage and Electrolyzers

Ansaldo Green Tech (hereinafter AGT) is currently focusing on energy storage and the production of electrolyzers:

- AEM (Anionic Exchange Membrane) electrolyzers
- Flow batteries

These projects are part of the industrial plan that AGT has prepared, after a recent review.

Ansaldo Energia in March 2022 signed an agreement with the Energy Dome start-up for the use of Energy Dome's proprietary energy storage technology, based on the compression and expansion of CO_2, used as a closed-loop working fluid. AGT conducted technical and project analyzes during 2022 and started commercial contact with several customers and will supply the EPC energy storage systems, including performance guarantees, on the basis of a Front-end Engineering Design (FEED) developed with Energy Dome.

Also, in view of the criteria for the next auction dedicated to energy storage for the Italian market (managed by Terna, ARERA and the Government), AGT decided not to continue the activity related to CO_2 Battery, which was designed as a bridge while waiting to develop its own technology, and to concentrate its resources on other initiatives.

As regards electrolyzers, AGT initially identified two complementary technologies for which to implement product development and production activities: a first solid oxide technology (SOEC), suitable for hydrogen production for applications in "hard to abate" industries and a second anion exchange membrane technology (AEM) suitable for hydrogen production in discontinuous mode therefore very suitable for coupling with renewable sources (REN).

As regards the production of electrolyzers based on SOEC technology, in 2022 confirmation was given of the European Commission's approval of the eligibility of the project that Ansaldo Energia presented to the IPCEI Hy2Tech notice in 2021.

The extremely restrictive definition of "green hydrogen" contained in the EU "delegated acts" dated January 2023, has led to a sharp decline in interest on the part of *hard-to-abate* sectors and consequently the strategic position for AGT of the SOEC option.

AGT has therefore decided to concentrate on the AEM option, which, moreover, owns the technology and IP.

With regard to the AEM, AGT obtained (by concession decree of February 2023) a financing for a project (NEMESIS) in collaboration with the University of Genoa in order to achieve the objectives foreseen by the National Recovery and Resilience Plan (PNRR) pursued by the investment 3.5 “Research and development on hydrogen”, Planned in Mission 2 “Green Revolution and Ecological transition”, component 2 “Renewable Energy, hydrogen, Network and Sustainable Mobility” (M2C2-3.5).

The project, developed by Ansaldo Green Tech with the scientific contribution of the Department of Civil, Chemical and Environmental Engineering (DICCA) of the Polytechnic School of the University of Genoa, aims to develop innovative electrodes and membranes for the production of hydrogen in industrial size electrolyzers based on AEM technology (Anionic Exchange membranes).

The project includes development activities and the setting up of new laboratories at the manufacturing site of the Ansaldo Energia Group and the University, where experimental components will be produced and tested.

Compared to other technologies the main advantages are the reduced/ no need to use critical Raw materials (PEM) and the possibility, recently confirmed by AGT tests, to achieve good performance without having to significantly increase the size of the stack (ALK).

Micro turbines

Gas microturbines are the leading energy system through which small, distributed generation is currently implemented. The main installation contexts concern both industrial and civil co-generative applications, such as: food industries, general drying, chemical and petrochemical plants, industrial laundries, carpentry, wastewater treatment plants, retirement homes, hospitals, swimming pools, hotels, recreation centers, condominiums.

In 2022, the range of fuels was expanded, with reference to those typical of the energy transition, such as methanol (now in commercial operation in Switzerland), hydrogen (pre-commercial operation in Norway and planned shortly in Switzerland) and ammonia, for which the first tests are underway in Saudi Arabia.

Micro Gas turbines	Performance	Main features
AE-T100NG	100 KW - 30%	· Indoor/Outdoor · Hot water/flue gas applications · With/without flue booster · Pollutants abatement systems not needed
AE-T100B	105 KW - 30%	· Indoor/Outdoor · Hot water/flue gas applications · Flue booster not included · Pollutants abatement systems not needed · Wide biogas composition range accepted
AE-T100E	50+75 KW - 30%	· Indoor/Outdoor · Externally fired machine (EFMGT technology) · Party completed machinery layout · External heat exchanger and/or biomass boiler and/or solar concentrator not included

The data in the table will be updated at the report's release date

Nuclear

Half of *the CO_2-free* electricity generated in the European Union comes from more than 120 operating nuclear reactors. The contribution of these plants to the reduction of total carbon emissions amounts to 700 million tons of CO_2 per year. Nuclear power is thus, today, an essential component of the low-carbon economy.

Ansaldo Nucleare S.p.A., a Group company wholly controlled by Ansaldo Energia, provides dedicated services in engineering, design, production, assembly, testing, commissioning, on-site installation and integrated logistics for the market segments in which it operates: new builds, fusion, plant operation assistance, decommissioning and waste management.

Innovation for future nuclear technologies

Safety, quality and sustainability guide our vision of the nuclear of the future and for the future.

Ansaldo Nucleare foresees a “new nuclear”, which will provide carbon-free energy through advanced, modular technologies for reliable and competitive fission reactors and future fusion reactors.

The objective of efficient and reliable energy production is to reduce radioactive waste and to develop innovative solutions for the timely, efficient and safe decommissioning of end-of-life installations. From this perspective Ansaldo Nucleare invests in the development of new enabling technologies and products for the sustainable generation of nuclear energy.

With the specific contribution of Ansaldo Energia, Ansaldo Nucleare is also integrating innovative solutions for the storage of thermal energy, cogeneration and high-temperature electrolysis applications for the production of hydrogen as a clean energy carrier into nuclear plants.

SUSTAINABILITY FOR ANSALDO ENERGIA

The implementation of the United Nations Global Agenda for Sustainable Development, which is divided into 17 goals – the *Sustainable Development Goals (SDGs)* – requires strong involvement of all components of society, from business to public sector, civil society, to universities and research centers, from information operators to the world of culture.

The contribution Ansaldo Energia can make in achieving the *Sustainable Development Goals (SDGs)* is through:

- **the achievement of its mission**, by creating innovative systems for the generation of sustainable energy that guarantee a lower environmental impact and a high flexibility in its production, contributing to **THE ENERGY TRANSITION;**
- the **management methods adopted** that allow the company to follow a path of sustainable growth and solidarity, with the goal of continuous improvement of its social and environmental performance: **SUSTAINABILITY OF THE COMPANY.**

MATERIALITY ANALYSIS

The commitment to improve its social and environmental performance starts from the definition of the sustainability aspects that are material for Ansaldo Energia and its stakeholders.

During the preparation of the third Sustainability Report, Ansaldo Energia has considered significant to update the analysis of Materiality both for the expansion of the reporting perimeter to Ansaldo Nucleare S.p.A. and Ansaldo Green Tech S.p.A. and for the setting up of the new Board of Directors and the advent of a new CEO, in April 2023.

The update of the materiality analysis was carried out following the provisions of GRI Standards 2021 considering the outcome of the previous survey on the assessment expressed by stakeholders and for which the involvement was postponed. In anticipation of the further expansion of the reporting perimeter to the entire Group, Ansaldo Energia has set itself the goal for 2024 to launch a specific stakeholder engagement plan dedicated to materiality.

1

Step 1 - understand the context of your organization

Ansaldo Energia has reconsidered its activities, business relationships and the expectations of its stakeholders, also in the light of the widening of the reporting perimeter, involving the different corporate functions that make up the Sustainability Team. In order to deepen the context in which it operates, the company has considered both the reporting carried out by companies operating in the sector of belonging – peer analysis – and the instances coming from the main customers.

2

Step 2 - identify actual and potential impacts

As the output of the first phase of analysis, Ansaldo Energia selected a series of Aspects related to sustainability; it then identified, for each Aspect, actual and potential, positive and negative impacts that, through its activities, the company can generate on the economy, the environment, people and human rights.

3

Step 3 - assessing the extent of impacts

At this stage, Ansaldo Energia evaluated the severity and probability of the impacts identified to determine their extent. The severity of an event depends on factors such as scale, scope, and mitigation difficulty. The probability of an event, by the possibility or frequency of its occurrence. This assessment has helped define the relevance of impacts.

4

Step 4 - prioritize the most important impacts for reporting

The Sustainability Team finally ordered, depending on the metrics used for impact assessment and on the basis of an aggregation criterion, the sustainability Aspects associated with them, determining their priority. It has also defined a significance threshold that allowed to exclude from the reporting those Aspects which are not very significant. In addition, Ansaldo Energia has made use of the Committee's positive contribution of the intra-consortium risks and sustainability, which has helped to refine the analysis with particular attention to the most important Aspects.

The following table summarizes the analysis carried out.

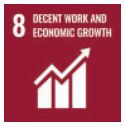
Contribution to energy transfer

Sustainability of the company

Environmental aspects

Social aspects

Governance aspects

SDGs	Aspects	Impacts - Positive actual, negative potential	
	**Product innovation**	+	Increase product efficiency with positive effects on the environment, people and the economy
		-	Insufficient innovation on product efficiency with reduced positive effects on the environment, people and the economy
	**Climate Change**	+	Development of the energy transition business and a positive contribution to the reduction of greenhouse gas emissions
		-	A change in the macroeconomic, regulatory and technological environment with a slowdown in the business of technologies for the energy transition and a negative impact on the environment
	**Security and compliance of products and services**	+	Appropriate organization procedures to ensure product safety with a positive impact on human health and the environment
		-	Accidents caused by poor product safety with negative impact on human health and the environment
	**Health and safety at work**	+	Reduction of work-related injuries and occupational diseases with a positive impact on human health
		-	Increased work-related injuries and occupational diseases with negative impact on people's health
	**Sustainability of Supply Chain**	+	Partnership with suppliers; Supply Chain compliance with ESG criteria in management; positive impact on people on their rights and quality of work in the supply chain and on the environment
		-	Failure of the Supply Chain to comply with ESG criteria with negative impacts on people, quality of work, their rights and environment
	**Well-being of human resources**	+	Maintenance or development of current corporate welfare initiatives with positive impacts on well-being and quality of life
		-	Reduction of current corporate welfare initiatives with negative impact on the well-being of people
	**Trade union relations management**	+	Maintaining a constructive dialogue with trade unions with positive impacts on the economy and the well-being of people
		-	Disputes with trade unions and negative impacts on the economy and people's well-being, due to the failure to reach union agreements

SDGs	Aspects	Impacts - Positive actual, negative potential		Relevance
	**Privacy and cybersecurity**	+	Ensure data protection and security, with positive impacts on people and customers	
		-	Data protection and security is not guaranteed, with negative impacts on people and customers	
	**Consumption of Raw materials and materials, recycling and reuse**	+	Reduce Raw materials and materials consumption, increase in recycled components, and reuse designs with reduced environmental impacts	
		-	Increase Raw materials and material consumption, reduce recycling and reuse with negative impacts on the environment	
	**Anti-corruption**	+	Strengthen ethical collaboration with institutions, partners and suppliers; no corruption with positive impacts on society and the economy	
		-	Corruption with negative impacts on legality and the economy	
	**Anti-competitive behaviour**	+	Maintenance of correct behavior to guarantee free competition	
		-	Implementation of conduct detrimental to free competition	
	**Equal distribution of the value produced by the Company**	+	Equal pay with an impact on motivation at work, people and the economy	
		-	Wage inequality that can lead to a decline in motivation and a reduction in the efficiency and effectiveness of work, with negative impacts on people and the economy	
	**Transparency in tax management**	+	Cooperation with the institutions of the countries in which we operate and absence of tax law violations with positive impacts on the economy	
		-	Violations of tax regulations with negative impacts on the economy	
	**Training and valorisation**	+	Protection of know-how and increase the well-being of people with positive effects on productivity and economic development	
		-	Reduction in the competitive capacity and well-being of people with negative effects on productivity and economic development	
	**Stakeholder engagement**	+	A plan of involvement of its stakeholders that determines greater legitimacy to its operations and ability to pursue mission and strategies with positive impacts on people, the environment and the economy	
		-	Close to the contributions that stakeholders can make to the pursuit of the company's mission and strategies with negative impacts on people, the environment and the economy	
	**Protection of human rights**	+	Ethical collaboration with local institutions, partners and suppliers; absence of human rights violations with positive impacts on people and the economy	
		-	Human rights violations with negative impacts on people and the economy	

SDGs	Aspects	Impacts - Positive actual, negative potential		Relevance
	**Equal opportunities and gender equality**	+	Access to a broad and diverse audience of potential collaborators with benefits to society in general	
		-	Loss of a broad and diversified audience of potential collaborators and negative effects on social stability and also on economic development.	
	**Effectiveness of the Board on sustainability governance**	+	Protecting the environment, the economy, people and their rights through a sustainable development strategy	
		-	Damage to the environment, the economy, people and their rights due to the inadequacy or insufficiency of a sustainable business strategy	
	**Energy consumption and renewable sources**	+	Reducing energy intensity and increasing the use of renewable sources, reducing the impact on climate change and making a positive contribution to the energy transition	
		-	Increase in energy intensity, no increase in the use of renewable sources with negative impact on the environment	
	**Air Emissions (harmful and greenhouse gases)**	+	Reduce greenhouse gas emissions and reduce harmful emissions to help mitigate climate change and avoid damage to the environment and people	
		-	Increase in greenhouse gas emissions and harmful emissions, with possible damage to the environment and people	
	**Support for the local community**	+	Maintenance or development of existing initiatives with a positive impact on people, the economy and the environment	
		-	Reduction of existing initiatives with a negative impact on people, the economy and the environment	
	**Waste management**	+	Reduce waste production and increase recycled fraction and reuse with benefits for the environment and people	
		-	Increased waste production, reduced recycled fraction and reuse to the detriment of the environment and people	
	**Water management**	+	Reduce water resource waste and maintain ecosystem balance	
		-	Waste of water, imbalance of the echo system and negative impact on people	

ESG risk management

To face the internal and external challenges and seize the market opportunities that the Power Generation business entails, Ansaldo Energia works to create the greatest synergies between the integrated risk Management system in support of the Group's decision-making processes, involving all the corporate functions, the Materiality analysis and the Sustainability Plan.

The strengthening of the risk Management system allows the company to evaluate and manage potential risk events that could influence the achievement of business objectives within the current industrial plan.

The Enterprise risk Management system therefore increasingly includes analysis, definition of the economic-financial risk level and monitoring of ESG (Environment, Social and Governance) issues.

The ESG themes considered in the Enterprise risk Management system are listed below.

Contribution to energy transition

Sustainability of the company

ESG issues evaluated in ENTERPRISE RISK MANAGEMENT

- **Climate Change**
- **Employee welfare**
- **Health and safety at work**
- **Anti-corruption**
- **Career training and development**
- **Protection of human rights**
- **Supply chain ethical management**

Ansaldo energia's contribution to the sustainable development goals (SDGs)

Contribution to energy transition

Sustainability of the company

Goal 7. AFFORDABLE AND CLEAN ENERGY. Ensure access to affordable, reliable, sustainable and modern energy for all

Goal targets: 7.1; 7.2; 7.3

THE COMMITMENTS OF ANSALDO ENERGIA

- Pursue product innovation for sustainable energy generation
- Reduce the company's energy consumption
- Use energy from renewable sources

Goal 13. CLIMATE ACTION. Take urgent action to combat climate change and its impacts

Goal targets: 13.1; 13.2; 13.3

THE COMMITMENTS OF ANSALDO ENERGIA

- Climate Change: contributing to the national and European energy transition
- Reduce greenhouse gas emissions
- Contribute to the production of energy from renewable sources

Goal 9. INDUSTRY, INNOVATION AND INFRASTRUCTURE. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal targets: 9.1; 9.2; 9.5

THE COMMITMENTS OF ANSALDO ENERGIA

- Ensure the safety and compliance of its products and services
- Digitize energy infrastructures to integrate and improve the efficiency of energy generation and storage plants
- Increase the sustainability of its supply chain
- Involve stakeholders for inclusive industrialization
- Promote stem disciplines in schools

GOAL 8: DECENT WORK AND ECONOMIC GROWTH. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Goal targets: 8.2; 8.3; 8.7; 8.8

THE COMMITMENTS OF ANSALDO ENERGIA

- Ensure occupational health and safety
- Support the well-being of its employees
- Maintain a constructive dialog with the social partners in order to encourage sharing and how to achieve the company's objectives
- Promote respect for human rights

Goal 5: GENDER EQUALITY. Achieve gender equality and empower all women and girls

Goal targets: 5.1; 5.5

THE COMMITMENTS OF ANSALDO ENERGIA

- Support initiatives aimed at overcoming all possible discrimination
- Design dedicated information/training paths and promote, in every context, the factors enabling gender equality
- Initiate assessments toward formal certification paths

Goal 16. PEACE, JUSTICE AND STRONG INSTITUTIONS. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal targets: 16.5; 16.7

THE COMMITMENTS OF ANSALDO ENERGIA

- Ensure respect for privacy and cybersecurity
- Fight corruption
- Prevent anti-competitive behavior
- Encourage stakeholder involvement in decision-making processes

GOAL 12: RESPONSIBLE CONSUMPTION AND PRODUCTION. Ensure sustainable consumption and production patterns

Goal targets: 12.2; 12.5

THE COMMITMENTS OF ANSALDO ENERGIA

- Ensure an active and proactive role of the Board of Directors to effectively drive the sustainability of development
- Reduce Raw materials and material consumption and facilitate recycling and reuse
- Contain harmful air emissions
- Reduce waste production, increase recycled fraction and reuse

GOAL 10: REDUCED INEQUALITIES. Reduce inequality within and among countries

Goal targets: 10.3; 10.4

THE COMMITMENTS OF ANSALDO ENERGIA

- Ensure a fair distribution of the value produced by the company
- Ensure transparency in tax management

Goal 4. QUALITY EDUCATION. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Goal targets: 4.4; 4.5

THE COMMITMENTS OF ANSALDO ENERGIA

- Increase staff skills with technical training activities and for soft-skills development. Objective: Personal growth and career development
- Ensure support for collaboration activities with universities, research institutions and educational in relation to schools

Goal 11. SUSTAINABLE CITIES AND COMMUNITIES. Make cities and human settlements inclusive, safe, resilient and sustainable

Goal targets: 11.4

THE COMMITMENTS OF ANSALDO ENERGIA

- Continue to collaborate on initiatives of solidarity toward the territory, community and people and families in difficulty

Goal 6. CLEAN WATER AND SANITATION. Ensure availability and sustainable management of water and sanitation for all

Goal targets: 6.3

THE COMMITMENTS OF ANSALDO ENERGIA

- Reduce the waste of water resources and maintain the balance of the ecosystem

The sustainability plan

Contribution to the energy transition

Environmental commitments

Social commitments

Governance commitments

☑ In line with the objective and/or goal achieved

☐ Late with the target and/or goal partially achieved/rescheduled

☒ Objective postponed and/or goal not achieved

Aspects of the program	Objectives	Activities carried out	Progress in relation to the target year
Combating climate change  Development, production, installation, start-up and maintenance of new technologies and products for the energy transition and adoption of new technologies and solutions for the expansion of the product portfolio (energy storage and hydrogen). Reducing environmental impact by innovating existing products with the aim of reducing consumption and emissions while ensuring their efficiency	**2022-2023** Consolidate partnerships and reference technologies for energy storage in order to achieve the targets set out in the strategic business plan	Make choice of reference technologies and find short lists of potential partners	☑
	2022-2026 Start-up of sites for production processes related to selected hydrogen reference technologies according to the strategies of the European Union	Laboratory set up in Genoa as the first step for the production sites	☑
	2023-2026 Start of development programs upgrade gas turbines to: • Increase in efficiency in natural gas operation and for the use of hydrogen at 100% for the reduction of the carbon footprint for class H gas turbines; • Development of high hydrogen combustion systems for Class F gas turbines	Target confirmed. In 2022, together with European partners, AEN won THE Horizon-JTI-CLEANH-2022 call, launching in 2023 the Flex4H2 project for the development of a 100% hydrogen burner for H class gas turbines	☑
Carbon footprint certifications  Monitoring of the environmental impact of the product and launching of the product certification processes	**2022** Product carbon footprint assurance process (GT36 turbine)		
	2023 Obtaining ISO 14067 certification		
	2023 Starting/obtaining Environmental Product Declaration (EPD) GT36 turbine	Target re-programmed	☐

Aspects of the program	Objectives	Activities carried out	Progress in relation to the target year
Energy efficiency  Modernization of plant energy systems and production systems and machinery (indoor and outdoor lighting, compressed air, refrigeration unit) mainly to reduce the consumption of electricity . Start of the process for obtaining ISO 50001 certification	**2022-2023** Plant Energy Assurance process	Assurance process implemented	☑
	2023 Consumption savings of EE of at least 300 mwh through reduction of losses along the compressed air distribution network	First batch performed with substantial reduction in consumption. The leak detection is underway on the whole network	☑
	2023 Achievement of the ISO 50001 energy certification	Certification obtained	☑
	2024 Thermal/electrical consumption savings of at least 1,800 mwh through replacement of the refrigeration unit with a new generation air-condensate model in place of a water-condensed absorber	Ongoing	☑
	2026 Consumption saving of EE equal to at least 400 mwh for indoor and outdoor lighting, by replacing lighting bodies with equivalent LED technology	Realized feasibility study for external lighting	☑
Use of renewable energy sources  Expansion of the existing photovoltaic system	**2022 - 2024** Non-renewable EE savings of at least 50 mwh, a further 40 mwh in 2023	In 2022, non-renewable electricity savings of 218.3 kwh	☑
	2024 Non-renewable EE savings estimated at 2,000 mwh	Subject to investment plan confirmation	☐
Optimize water consumption  Modernization of plants	**2023** Water consumption savings of 200 mc through closed cycle oil cooling system	Activity in progress; delays caused by problems of supplying special components	☐
	2024 Estimated water consumption savings of 11,000 mc through the replacement of the refrigeration unit planned for 2023	Ongoing	☑
Waste management and water discharges  Regeneration of exhausted activated carbons from plants for reducing emissions into the atmosphere and internal study to start the end of waste path for recoverable/ recyclable waste	**2022** Waste reduction started at disposal of 20,000 kg [-8.9t CO_2: Δ between disposal and recovery]	Waste reduction started at disposal of 48,896 kg	☑
	2023-2024 waste reduction equal to the water consumption savings estimated in the previous point (water consumption optimization)	Activity in progress; delays caused by problems of supplying special components	☐

Aspects of the program	Objectives	Activities carried out	Progress in relation to the target year
Reduced material usage, recycling and recovery  Reduction of plastic and aluminum volumes (replacement of water bottles and cans in the canteen service with water and drink dispensers in washable glasses. Replacement of plastic cups and vanes with others of compostable material at hot drink dispensers)	**2022** Expected – 4,631 kg of plastic **2022** Expected – 1,552 kg of aluminum [-24,4 t CO_2: for plastic and aluminum production and waste disposal]	Realized reduction of plastic consumption equal to 8,800 kg. The remaining quota is made up of 100% recycled plastic water bottles Aluminum consumption has been reduced by 2,470 kg. The consumption of cans in canteens has also been reduced [-20,8 t CO_2: for plastic and aluminum production and waste disposal]	☑
Health and safety at work  Increase prevention, awareness, communication and monitoring through KPIs of health, safety and environmental aspects	**2022** Emergency Card introduction	Emergency Cards introduced	☑
	2022 Change of company stretcher type to be able to intervene more effectively also in vertical recovery	Changed the type of stretcher	☑
	2022 Procedure and actions for monitoring the parameters related to the risk of heat stroke	Introduced procedure for monitoring parameters related to the risk of heat stroke	☑
	2023 Increase in number of business defibrillators (DEPs) and training of personnel in charge of use	The first 4 EPAS were introduced and the relevant training of the figures for use was carried out	☑
	2023-2024 Training path of development Management and organizational skills of the factory managers	Target confirmed	☑
	2023 Operational training during evacuation tests	Target confirmed in relation to the introduction of the Emergency Card	☑
	2022 Race for reorganization of the company to improve accessibility to the vehicles, even possible rescue, and visibility key points in the company	Set up company toponymy inside the productive buildings	☑
	2023 New toponymy experimentation	Target confirmed	☑
NEW GOALS	**2023-2024** Implementation and alignment of safety signage on the floor		
	2023-2024 Training monitoring system update for each department, process and machine		

Aspects of the program	Objectives	Activities carried out	Progress in relation to the target year
Career development training  Development of internal skills to relay group companies, upskilling and/ or reskilling skills from product diversification/ innovation	**2022** Job Posting	Target achieved	☑
	2022 on-going training Key/Core skills	Target achieved	☑
	2023 "Green" specialized training	Target confirmed; activity planned in 2023	☑
Equal opportunities  Formal committment to equal opportunities and partecipation in orientation initiatives with specific focus on STEM disciplines promotion	**2022-2023** Subscription of the Charter for equal opportunities and equal opportunities at work and information for all employees	Analysed several initiatives also for UNI/PDR 125 certification	☐
	2023 specific training activities on equal opportunities	Target rescheduled	☐
	2022-2023 promoting STEM disciplines in schools through ELIS_ School4Life2.0 project	Promotion actions carried out	☑
Protection of human rights  Collaboration to external initiatives aimed at the prevention of school dispersion and orientation to the choice of the training path. Combating and preventing gender-based violence also in collaboration with local realities	**2022** the project for young people in the company and the ELIS_ School4Life2.0 project (8 high schools and 6 middle schools)	Project realized	☑
	2023 Project for young people in the company and Project ELIS_ School4Llife2.0 (8 high schools and 6 middle schools)	Target confirmed; activity planned in 2023	
	2023 Seminar on gender-based violence prevention, aimed at first levels and responsible in collaboration with local associations **2024** Webinar extended to all employees **2025** Webinar extended to employee families	Target confirmed; activities to be started in the respective years	

Aspects of the program	Objectives	Activities carried out	Progress in relation to the target year
Support for local communities  Initiatives to support local organizations engaged in preventing and counteracting social discomfort	Maintenance of cooperation with Banco Alimentare (Food Bank) (average 60 meals per day)	Target achieved	☑
	2023 Identification of the local associations with which to pursue paths of collaboration	Target confirmed; activity planned in 2023	
Anti-corruption  Permanent focus on the Anti-Corruption Management System	**2022** Renewal of ISO 37001 certification	Renewed certification	☑
NEW GOALS	**2023** Launch of preliminary activities to obtain ISO 37001 certification for ANN		
	2024 Launch of preparatory activities to obtain ISO 37001 certification for AGT		
Ethical supply chain management  Extension of application of ESG policies in the Supplier Qualification and Audit process	**2022** Supplier mapping and KPI set definition of supply chain	Start supplier mapping and KPI definition; they will be finalized by 2023	☐
	2023 implementation of Supplier Qualification processes, procedures and *request for quotation* through the implementation of the supporting tool	Target rescheduled	☐
	2023-2024 on-site audit of "risk" suppliers	Target confirmed; activities to be launched in 2024	
Stakeholder engagement  NEW GOAL	Initiatives involving different stakeholder categories to better understand their expectations **2024** Definition of a stakeholder engagement plan and start of related activities when updating the Materiality analysis		
Effectiveness of BOD on sustainability governance  NEW GOAL	The BOD active role in the definition of strategic guidelines for sustainability integrated in the development of the company's business, in order to realize the positive impacts on the environment, people and the economy **2024** Evaluation of the performance of the Board of Directors (Board evaluation) carried out by an independent third party, including governance and sustainability impact control activities		

** For the same conditions for the goals of reducing energy and water consumption, using energy from renewable sources, reducing waste produced and reducing consumption of plastic and aluminum, the baseline is the reported figure for 2021*

ENERGY TRANSITION

For an industrial reality with 170 years of history, the cyclical global challenges, particularly in the energy market, are an impetus toward the future. With this conviction and with the development and diversification of its business, Ansaldo Energia wants to play a leading role in the national and European energy transition.

In this direction, therefore, is the Company is particularly concerned with the development of its synchronous condensers and the hydrogen supply of its gas turbines.

In addition, through the two main wholly owned companies, it focuses today on initiatives for the diversification of the energy transition product portfolio. In particular, Ansaldo Green Tech is developing new technologies in the field of energy storage and electrolyzers, while Ansaldo Nucleare is active in the development of new enabling technologies and products for the sustainable generation of nuclear energy, as well as in the support of cogeneration applications for the production of hydrogen as a clean energy carrier.

A comprehensive integration system

To ensure an orderly and efficient energy transition in addition to the new technologies shown in the table, digitalization plays a key role.

Energy storage

Innovative Electrochemical Storage solutions for Utility Scale

Green Hydrogen

- Electrolysers Manufacturing
- Hydrogen Production Plants
- Hydrogen Plant Maintenance

Transition ready

Multi-fuel Microturbines (H_2, Biogas, Methanol, etc.)

Our approach to digitalization

Goal
Maximize asset return

Outcome
Well-being & resilience - Smarter decisions - Boost Cyber Security

Enabling
Tailored Solutions - Energy transition - Sustainable Assets

Features
SMART EPC SMART FACTORY SMART PRODUCT & SERVICE

CUSTOMER

Health & Safety Solutions

- Man Down Platform
- Near Miss App

Robotics

- Advanced Mesaurements/inspection methods
- Advaced repair
- Additive Manufacturing
- Augumented Reality

Cybersecurity

- Factory/Plant
- Network Segregation and Monitoring

Predictive

- Autotune
- Plant Optimizer
- APEX

Simulation tools

- Whole Engine Model
- SimCenter

IoT

- SAP
- TeamCenter
- OpCenter (MES)
- Tracking Platform
- Smart Plant Contruction

Data Analytics

- Condition Based Predictive Maintenance
- Factory equipment monitoring
- KPI process for managment
- Financial dashboard (ALTERIX)
- Quality data system

Digitalization and Net Zero

The energy system that will reach *the Net Zero* objective is of great complexity, being delegated to integrate the generation and storage plants. This implies the achievement of a deep, widespread digital transformation.

As a plant Integrator, Ansaldo Energia already has solutions available to integrate and optimize the various components of *the Net Zero Energy System*.

LowC Turbine | **Synchronous Condenser** | **Energy storage** | **Hydrogen Production**

Digitally integrated resources

- Energy production
- Energy storage
- Grid stability
- CO_2 emission

Digitally optimized assets

- Digital twin
- Reliability / availability enhancement
- Predictive maintenance
- Performance optimization
- Lifetime extension

Intellectual Property (IP) and patents

Intellectual Property is a key asset in a high-innovation market like the Power Generation.

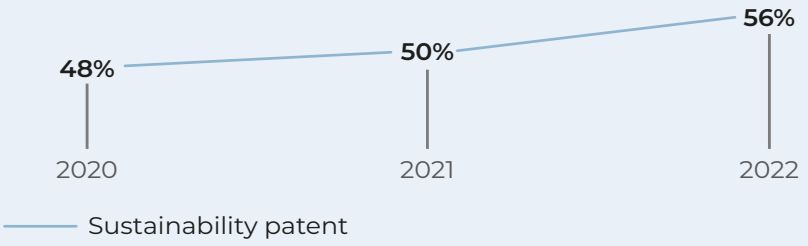
With a portfolio of over 2,000 patents currently active and around 200 brands, the Ansaldo Energia Group is one of the few companies in the sector that cover all technologies with its own know-how.

Ansaldo Energia's Intellectual Property Unit follows the various business units and companies of the Ansaldo Energia group, manages the patent filing process and the management of the patent portfolio according to strategic priorities, identifies risks and opportunities in the reference technology scenario, promotes innovative ideas, develops specific actions for technology transfer and negotiates license agreements.

Lower emissions, higher efficiency, new energy sources and digitization have been among the main drivers in innovation processes.

The Group's patent portfolio is still strongly based on technology and turbogas plants, for historical reasons, but the following table shows that in recent years patents have grown in the areas of sustainability and in 2022 this area represents more than 55% of new deposits.

IP for sustainability



In 2022 Ansaldo Energia was awarded the title of Best IP Department ITALY by the Innovation&IP Forum and Awards (gold award) and the silver award as Best IP Department EMEA (in the patents category) by the International Legal Alliance Summit and Awards.

Previously, he received the following awards: ''Best IP Department 2020 in Italy, Spain and Portugal'' category from the Innovation&IP Forum and Awards, a ''Special distinction'' in the same category in 2019 and a Silver Award in 2018.

2022

2022 GOLD AWARD
category: Best IP DEPARTMENT: Italy

2022

2022 SILVER AWARD
category: Best EMEA IP DEPARTMENT: Patents

2020 GOLD AWARD
2019 SPECIAL DISTINCTION
2018 SILVER AWARD

category: Best IP Department in the "Italy, Spain and Portugal"

During the preparation of this report Ansaldo Energia has obtained **THE SILVER AWARD 2023** as **Best IP Department Italy.**

ANSALDO ENERGIA STAKEHOLDERS

Ansaldo Energia is committed to developing ethical relationships with its stakeholders and works to better understand their needs and expectations and to try to meet them in the achievement of common objectives.

The expectations of its stakeholders also have effects or potential effects on the organization's ability to constantly supply more and more advanced products and processes capable of satisfying law and regulatory requirements that are also constantly evolving: the relevant requirements and expectations therefore become inputs for the quality, health and safety and environmental management systems.

Information that comes from its stakeholders such as complaints, disputes, non-compliance, assessments, is promptly analyzed during regular internal meetings and reviewed by management.

For each stakeholder category, the requirements that must be met to satisfy them are summarized below.

Stakeholder	Relevant expectations / requirements
SHAREHOLDERS AND POTENTIAL INVESTORS	· Improved efficiency in management, including environmental and safety · Budget-conscious and improvements
PERSONNEL AND EMPLOYEES REPRESENTATIONS	· Adequate wages/production premiums · Protection of workers' rights · Health and safety · Adequate work environments and infrastructure · Compliance with general and supplementary agreements and contractual requirements · Economic, social and environmental sustainability
CUSTOMERS	· Compliance with the contractual conditions: technical characteristics of the product and packaging · Environmental and safety certification · Positive checks of management during audits · Continuity and punctuality in the provision of services · Economic, social and environmental sustainability
SUPPLIERS AND CONSULTANTS	· On-time payments · Continuity of work orders
BANKS AND INSURANCE	· Compliance with mandatory requirements · Compliance with commitments made
CITIZENS, NON PROFIT COMMUNITIES AND INSTITUTIONS	· Environmental protection · Protection of sensitive receptors and workers · Economic, social and environmental sustainability
PARTNERS, INSTITUTIONS AND CONTROL BODIES	· Compliance with regulatory requirements · Compliance with commitments made · Economic, social and environmental sustainability
SCIENTIFIC COMMUNITY	· Availability to host internships, conferences and seminars
COMPETITORS	· Performance requirements for environment and safety

Economic value generated and distributed to stakeholders

Ansaldo Energia recognizes the importance of balancing the distribution of the value generated by its activities to stakeholders who have directly or indirectly contributed to its creation.

The analysis of the economic value generated and distributed highlights the flow of resources produced by the three companies Ansaldo Energia, Ansaldo Green Tech and Ansaldo Nucleare and addressed to its employees, suppliers, shareholders and financiers, public administration and communities, as well as those retained by the company for self-financing.

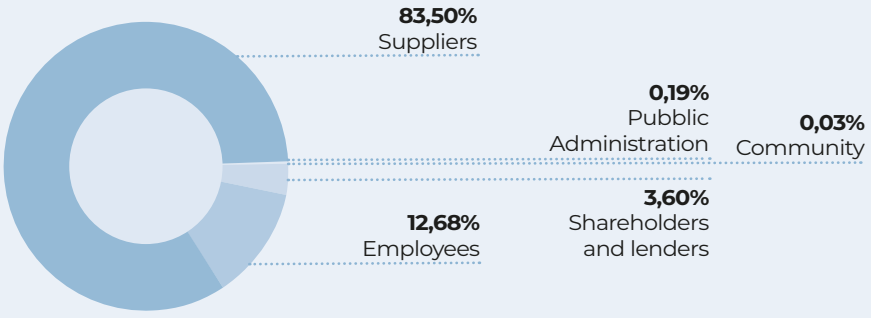
Economic value generated and distributed AEN + AGT + ANN[5]	2020	2021	2022
A. ECONOMIC VALUE GENERATED	**961,594,186**	**1,357,024,491**	**1,099,456,818**
Total revenue	953,074,909	1,352,581,755	1,096,905,186
Financial income	8,519,277	4,442,736	2,551,632
B. ECONOMIC VALUE DISTRIBUTED	**889,074,378**	**1,377,822,997**	**1,422,479,401**
Operating expenses	644,434,984	1,136,328,597	1,187,803,415
Employee wages and benefits	178,731,310	181,841,628	180,325,535
Payments to capital suppliers	61,648,319	52,604,713	51,150,630
Payments to the Public Administration	3,715,767	6,648,821	2,772,517
Investments in the community	543,997	399,238	427,304
(A-B) ECONOMIC VALUE RETAINED	**72,519,808**	**-20,798,506**	**-323,022,583**

The economic value generated in 2022 amounted to 1,099.5 million euros (-19.0% compared to 2021) while **the economic value distributed** amounted to 1,422.5 million euros (+3.2% compared to 2021).

The retained economic value, -324.1 million euros, is the difference between generated value and distributed value.

5 The data shown refer to the individual views of Italian entities net of intercompany economic relations between them, and not to the final contribution of the three companies to the consolidated financial statements of the Group (the latter including the selection of further intercompany relations with foreign companies of the Group, and consolidated records in the strict sense).

2022 - distributed value to stakeholders as a percentage



The economic value distributed in 2022 is divided among the following stakeholders:

- the largest amount, EUR 1,187.8 million, relates to the costs incurred for the purchase of materials and services necessary for the company's activities: **Suppliers** of mechanical components, electronics, procurement, transport and general services;
- **Employees** have been allocated around EUR 180.3 million for salaries, social security contributions and pensions;
- EUR 51.2 million relates to payments to **Lenders** in the form of interest payments;
- EUR 2.8 million was paid to **the Public Administration** in the form of income and property taxes;
- EUR 427 thousand to **the Community** to contribute to scientific and technological development through conventions with universities and research centers (scholarships, traineeships, doctorates and research grants), to support charitable associations and initiatives for the protection of artistic and environmental heritage and the spread of culture.

GOVERNANCE, ETHICS AND INTEGRITY

The governance model adopted by Ansaldo Energia Group Companies reflects the long-term strategy and is based on the principles of integrity, transparency and responsibility that companies commit to apply at all levels.

In this context, the Group gives great importance to respect not only mandatory legal standards but also internationally accepted best practices.

CORPORATE GOVERNANCE

Ansaldo Energia S.p.A. (hereinafter also AEN) is now 99.52% owned by CDP Equity, a holding company of shareholdings of the Cassa Depositi e Prestiti Group, which has the objective of investing risk capital in companies of considerable national interest and in companies in economic, financial and capital balance with adequate prospects for profitability and development, and 0.48% from Shanghai Electric Gas turbine Co Limited, the world's leading producer of energy and mechanical equipment.

Ansaldo Nucleare S.p.A. (hereinafter also ANN) and Ansaldo Green Tech S.p.A. (hereinafter also AGT) are 100% owned by Ansaldo Energia. The Corporate Governance of the Companies is articulated according to the traditional model that provides for:

- Shareholders' Meeting;
- Board of Directors;
- Board of Statutory Auditors;
- Supervisory Body;
- Statutory Auditing Company.

Board of Directors and committees

The administrative body of the Company and its subsidiaries Ansaldo Nucleare and Ansaldo Green Tech, is a multi-staff member, meets in the form of a Board of Directors and is appointed for a period of three financial years.

Expires on the date of the Shareholders' Meeting convened for the approval of the report relating to the last exercise of the office. The Councilors may also be non-members and may be re-elected. The Chairman of the Board of Directors and the Chief Executive Officer are appointed by the Board of Directors. The current President is Executive.

Members of the Board of Directors, as required by an internal directive of Ansaldo Energia[6], meet the following requirements:

- a high degree of professionalism and managerial experience;
- they did not hold other external positions of the Ansaldo Energia Group at the time of the appointment, and for the entire duration of the appointment, except those that have been previously communicated and evaluated compatible by Ansaldo Energia S.p.A.;
- they have not held duties as Administrator or Mayor in companies subject to a concerted procedure for events related to the period of their office;

6 Delegation of Authority_ Direttiva no. AE-DI-010

- they are in possession of the necessary professional and honorary requirements and, where applicable, the independence requirements demanded by law.

The Chairman and Chief Executive Officer must attend at least eighty percent (80%) of the Board meetings held during a financial year. The other Councilors must attend at least sixty percent (60%) of these meetings. Holdings to a lesser extent than those indicated above constitute a reason for disqualification from office.

On May 16th, 2022, the Shareholders' Meeting of Ansaldo Energia S.p.A. approved the appointment of the new Board of Directors, in office until the approval of the annual financial report for the year 2024. President Lorenza Franca Franzino was appointed, Vice-President Giovanni Zetti and Giuseppe Marino confirmed as Chief Executive Officer.

On March 30th, 2023 Fabrizio Fabbri was appointed CEO and General Manager of Ansaldo Energia S.p.A. effective on April 1st, 2023.

The following table shows the current composition of the Board of Directors of Ansaldo Energia S.p.A. composed of 9 members, with the new Managing Director in office since 04.01.2023 .

AEN Board of Directors

Load	Name	Charging from	Charging up to	Executive	Not executive	Independent	% partecipation 2022
PRESIDENT	Lorenza Franca Franzino	05.16.2022	Approval of the 2024 budget	X			100
VICE PRESIDENT	Giovanni Zetti	05.16.2022	Approval of the 2024 budget		X		100
CHIEF EXECUTIVE OFFICER AND GENERAL MANAGER	Fabrizio Fabbri	04.01.2023	Approval of the 2024 budget	X			-
COUNCILOR	Chiara Bisagni	05.16.2022	Approval of the 2024 budget		X	X	93
COUNCILOR	Paola Girdinio	05.16.2022	Approval of the 2024 budget		X	X	93
COUNCILOR	Gaetano Massara	05.16.2022	Approval of the 2024 budget		X	X	100
COUNCILOR	Fabiola Pellegrini	05.16.2022	Approval of the 2024 budget		X	X	93
COUNCILOR	Fabio Barchiesi	05.16.2022	Approval of the 2024 budget		X		93
COUNCILOR	Maurizio Dainelli	05.16.2022	Approval of the 2024 budget		X		100

Four of the nine members of the Board of Directors belong to the female gender. Five out of nine belong to the 50-year-old age group and four out of nine belong to the 30-50-year-old age group.

The following table shows the composition of the Board of Directors in office from 01.01.22 to 05.16.22 . with the Managing Director remaining in office until 12.31.2022.

AEN Board of Directors in office from 01.01.22 to 05.16.22

Load	Name	Charging from	Charging up to	Executive	Not executive	Indipendent	% partecipation 2022
PRESIDENT	Giuseppe Zampini	01.01.2022	05.16.2022		X		100
VICE PRESIDENT	Antonella Baldino	01.01.2022	05.16.2022		X		100
CHIEF EXECUTIVE OFFICER AND GENERAL MANAGER	Giuseppe Marino	01.01.2022	12.31.2022	X			100
COUNCILOR	Fabiola Mascardi	01.01.2022	05.16.2022		X	X	100
COUNCILOR	Giampietro Castano	01.01.2022	05.16.2022		X	X	100
COUNCILOR	Giovanni Zetti	01.01.2022	05.16.2022		X		100
COUNCILOR	Fabio Massoli	01.01.2022	05.16.2022		X		100
COUNCILOR	Fufang Wang	01.01.2022	05.16.2022		X		100
COUNCILOR	Xiaohong Zheng	01.01.2022	02.16.2022		X		0
COUNCILOR	Andrea Dardano	02.16.2022	05.16.2022		X		100

Committees

RELATED PARTIES COMMITTEE – appointed by the Board of Directors on the 9th October 2020 and in office until 12.31.2022 with the task of expressing its opinion on the operations with Related parties. President: Federico Luciano, Luca Cidda and Alessandro Comola members.

APPOINTMENT AND REMUNERATION COMMITTEE - appointed by the Board of Directors on the 8th June 2023. First meeting held on the 28th June 2023. President: Maurizio Dainelli, members Chiara Bisagni and Fabiola Pellegrini.

The Committee, whose operation is defined in the appropriate regulations, has the objective of formulating mandatory and non-binding opinions on the remuneration of the Chairman of the Board of Directors and the Chief Executive Officer, after consulting the Board of Statutory Auditors where this is required under Art. 2389 cc, with particular regard to the various forms of compensation and economic treatment, including the setting of performance objectives related to the variable component of such remuneration, envisaged for the CEO and not for the other members of the Board of Directors; it also provides mandatory and non-binding opinions on the possible payment of end-of-office allowances in favor of the Chairman of the Board of Directors and the Chief Executive Officer.

With regard to the variable incentive, which concerns in addition to the Managing Director the management figures of the company, the Committee, on a proposal from the Managing Director, issues mandatory and non-binding opinions regarding incentive systems aimed at management and directors with the powers of the Group companies (e.g. MBO programs and LTI plans), also in order to attract and motivate resources of adequate level and experience, developing their sense of belonging and assuring in time a constant tension to the creation of value.

The short-term incentive is always based on the assignment of objectives in part common to the whole perimeter involved that are both of an economic-financial nature and oriented to the themes of sustainability and/or security, in part to the function carried out by the holder of the position and/or to the specific role played in the organization.

The existing long-term incentive plan covers a small number of holders of top positions and include multi-annual economic and financial objectives and sustainability objectives (achieving sustainability certifications and maintaining or improving the performance reported in the Sustainability Report).

RISK AND SUSTAINABILITY COMMITTEE – appointed by the Board of Directors on the 8th June 2023. First meeting held on the 27th June 2023. President: Paola Girdinio, members Gaetano Massara and Giovanni Zetti.

The Committee is responsible for assisting the Board of Directors with preparatory and advisory functions in its assessments and decisions on risk and sustainability issues.

Board of Directors of subsidiaries

The following tables show the current compositions of the BOD of Ansaldo Nucleare S.p.A. and Ansaldo Green Tech S.p.A., showing the changes in 2022.

ANN Board of Directors

Load	Name	Charging from	Charging up to	Executive	Not executive	Indipendent
PRESIDENT	Roberto Adinolfi	01.09.2023	Approval of the 2024 budget		X	
CHIEF EXECUTIVE OFFICER	Riccardo Casale	01.09.2023	Approval of the 2024 budget	X		
COUNCILOR	Daniela Gentile	01.09.2023	Approval of the 2024 budget	X		
COUNCILOR	Lorenza Franca Franzino	01.09.2023	Approval of the 2024 budget		X	

ANN Board of Directors in office from 01/01/2022 to 12.31.22

Load	Name	Charging from	Charging up to	Executive	Not executive	Indipendent	% partecipazion 2022
PRESIDENT	Roberto Adinolfi	01.01.2022	12.31.2022		X		100
CHIEF EXECUTIVE OFFICER	Luca Luigi Manuelli	01.01.2022	02.18.2022	X			100
	Roberto Adinolfi	02.18.2022	05.30.2022	X			100
	Claudio Nucci	05.30.2022	11.30.2022	X			100
	Daniela Gentile	11.23.2022	12.31.2022	X			100
COUNCILOR	Claudio Nucci	01.01.2022	05.30.2022		X		75
COUNCILOR	Marco Grillo	01.01.2022	11.23.2022		X		100
COUNCILOR	Chiara Piaggio	01.01.2022	11.23.2022		X		100
COUNCILOR	Andrea Balzarini	05.30.2022	11.23.2022		X		50
COUNCILOR	Laura Benvenuto	05.30.2022	11.23.2022		X		100
COUNCILOR	Lorenza Franca Franzino	11.23.2022	12.31.2022		X		100

AGT Board of Directors

Load	Name	Charging from	Charging up to	Executive	Not executive	Indipendent	% partecipazion 2022
CHAIRMAN AND CHIEF EXECUTIVE OFFICER	Daniela Gentile	01.01.2022	Approval of the 2023 budget	X			100
COUNCILOR	Marco Grillo	01.01.2022	Approval of the 2023 budget		X		100
COUNCILOR	Andrea Balzarini	01.01.2022	07.31.2023		X		100
COUNCILOR	Simone Di Felice	07.31.2023	Approval of the 2023 budget		X		100

Board of Statutory Auditors

Each member of the control body (Board of Statutory Auditors) has a high degree of professionalism, has not held duties as Administrator or Auditor in companies subject to a concerted procedure for events related to the period of his office, has the necessary professional and honorary requirements and, where applicable, the independence requirements demanded by law.

Moreover, the members of the supervisory board are not members, even indirect ones, of any company of the Ansaldo Energia Group nor do they have any role other than that of a supervisory body in the Ansaldo Energia Group companies.

The Board of Statutory Auditors is composed of three full members.

The new Board of Statutory Auditors of Ansaldo Energia S.p.A. was also appointed at the meeting of the Board of Statutory Auditors in 05.16.2022.

The following table shows the current composition, with the evidence of the changes in 2022.

AEN Board of Statutory Auditors

Load	Name	Charging from	Charging up to	% participation To the Board of Directors 2022
PRESIDENT	Carlo Corradini	05.16.2022	Approval of the 2024 budget	93
STATUTORY AUDITOR	Elena Gazzola	05.16.2022	Approval of the 2024 budget	85
STATUTORY AUDITOR	Pietro Del Fabbro	05.16.2022	Approval of the 2024 budget	100

AEN Board of Statutory Auditors in office from 01.01.2022 to 05.16.2022

Load	Name	Charging from	Charging up to	% participation To the Board of Directors 2022
PRESIDENT	Michele Casò	01.01.2022	05.16.2022	100
STATUTORY AUDITOR	Paolo Biancone	01.01.2022	05.16.2022	100
STATUTORY AUDITOR	Federica Fiorani	01.01.2022	05.16.2022	100

Subsidiaries Board of Statuary Auditors

The following tables also show the compositions of the current Boards of Ansaldo Nucleare S.p.A. and Ansaldo Green Tech S.p.A.

ANN Board of Statutory Auditors

Load	Name	Charging from	Charging up to	% participation To the Board of Directors 2022
PRESIDENT	Andrea Luca Cidda	01.01.2022	Approval of the 2024 budget	90
STATUTORY AUDITOR	Raffaella Oldoini	01.01.2022	Approval of the 2024 budget	80
STATUTORY AUDITOR	Fabio Coacci	01.01.2022	Approval of the 2024 budget	90

AGT Board of Statutory Auditors

Load	Name	Charging from	Charging up to	% participation To the Board of Directors 2022
PRESIDENT	Raffaella Oldoini	01.01.2022	Approval of the 2023 budget	100
STATUTORY AUDITOR	Filippo Salomone	01.01.2022	Approval of the 2023 budget	100
STATUTORY AUDITOR	Emilio Gatto	01.01.2022	Approval of the 2023 budget	100

Supervisory Body

In accordance with the provisions of Legislative Decree 231/2001, Ansaldo Energia S. p. A., with a resolution of its administrative body, on 05.23.2023 , has entrusted the function of a supervisory body - in charge of supervising the functioning and observance of the Organization Model, Management and control and to update it – to the multi-objective body reported below.

AEN Supervisory Body

Load	Name	Charging from	Charging up to
PRESIDENT	Ugo Lecis	05.23.2023	three-year period 2023-2025
STATUTORY AUDITOR	Flavia Daunia Minutillo	05.23.2023	three-year period 2023-2025
STATUTORY AUDITOR	Paola Maretti	05.23.2023	three-year period 2023-2025

Supervisory Bodies of the subsidiaries[7]

The following table shows the supervisory body of Ansaldo Nucleare S.p.A.

ANN Supervisory Board

Load	Name	Charging from	Charging up to
PRESIDENT	Diego Barontini	03.11.2022	three-year period 2022-2024
STATUTORY AUDITOR	Luca Andrea Cidda	03.11.2022	three-year period 2022-2024
STATUTORY AUDITOR	Paola Maretti	03.11.2022	three-year period 2022-2024

7 Ansaldo Green Tech S.p.A. expects to appoint it by 2023

Chief Sustainability Officer and Sustainability Team

Ansaldo Energia continues the path taken in the field of sustainability, both in the management of internal activities and in the relationship with the territory and its stakeholders, through the drafting of the Sustainability Report, the initiatives included in the Sustainability Plan and the actions linked to Business activities. Each business function, within the scope of the approved investments, is responsible for identifying the actions, implementation and monitoring of the relevant objectives contained in the plan, covering environmental, social and governance aspects.

To support and disseminate corporate strategies on sustainability issues and for the management of specific activities, the Chief Sustainability Officer and a stable Sustainability Team of specialists were introduced and approved by the CEO on 12.01.22. they belong to the main functions concerned and respond to them hierarchically.

The Team, which can envisage extensions to more stakeholders or processes, currently involves the following functions: HR, Environment, Procurement, Corporate and Legal Affairs and Compliance, External Relations, Project Management.

The main interfaces with the business activities are the commercial and management figures (Proposal, Sales, Program and Project Manager). They act as a focal point toward the customer and use the activities of the Team for the collection and organization of the specific data required by external and internal subjects of the Company.

FIGHT AGAINST CORRUPTION

In view of the wide geographical context in which the Ansaldo Energia Group operates, Ansaldo Energia S.p.A. strongly wanted a global anti-corruption policy, so that principles and rules applicable to the Group in the conduct of its business with public and private entities could be defined, to ensure full compliance with anti-corruption legislation.

Organization, Management and Control Model

The first important step is the adoption of an Organization, Management and Control Model by Ansaldo Energia S.p.A. on March 3rd, 2004 – and in continuous updating – and all the Italian companies of the Ansaldo Energia Group.

The adoption of the above model had (and still has) one of the primary objectives to ensure a behavior always in conformity with the principles of correctness and transparency on the part of all personnel working on behalf and in the interests of the Company. In line with the requirements of Legislative Decree 231/2001 and with the indications of the relevant case law, as well as on the basis of the Guidelines issued by Confindustria.

The Model of Organization, Management and Control, always available on the website of the Ansaldo Energia Group www.ansaldoenergia.com, is composed of a general part, in which the principles, functions and essential components of the same are illustrated, and of special parts, distinct for types of offense considered relevant, these identify activities at risk of crime, principles of conduct and corporate and group control procedures.

The Company is constantly engaged in information and training activities involving all internal staff, through differentiated paths, also in order to allow a targeted dissemination of information according to the role of the actors concerned. An important role is recognized by the Company's Supervisory Body, provided with autonomy and independence in respect of other social bodies provided for by law, with the primary purpose, among others, of monitoring the observance of the model and the correct application of internal protocols.

Among the tools for preventing the risk of corruption, the Company has adopted a system for reporting violations to the Supervisory Body, defined in the Organization, Management and Control Model and in the Code of Ethics; it integrates what is foreseen in the Whistleblowing Directive AE-DI-012. The reporting system introduced by the model allows employees and third parties to report illegal conduct that they have become aware of due to their employment relationship, guaranteeing the confidentiality of the reporting agent and the alleged person responsible for the reporting.

Code of Ethics

Attached to the Organization, Management and Control Model, the Code of Ethics expresses the ethical commitments and responsibilities in the conduct of business and business activities undertaken by Ansaldo Energia and by all those who maintain any kind of relationship with Ansaldo Energia S.p.A.

The Company promotes the knowledge of its Code, available on its website www.ansaldoenergia.com by employees and all those who work for the Ansaldo Energia Group and ensures its correct observance, ensuring the transparency of the operations and the behavior put in place, by providing appropriate means of information, prevention and control.

At the request of the Parent Company, each Ansaldo Energia Group company has its own code and in 2023 it is planned to adopt a Group Code of Ethics which will replace the individual Company documents.

Code of Conduct

The path of integration of social responsibility and sustainability issues into its business, undertaken by Ansaldo Energia, in 2021 also led to the adoption of a Code of Conduct (the "Code") which summarizes the principles of behavior applied within the Company and in its relations with its stakeholders, with the aim of ensuring that every activity can be carried out with honesty, fairness, integrity and in accordance with the law and principles it embraces.

In the formulation of the Code, which can be consulted on the website www.ansaldoenergia.com Ansaldo Energia, oriented to high standards of integrity, social responsibility and sustainability in the carrying out of its business activities with the objective of a balance between the social, environmental and economic dimension of its work, it was inspired by the fundamental principles and themes set out in UNI ISO 26000 "Guidelines on the social responsibility of organizations". It considers the values and principles contained in the Code of Ethics to which all the behaviors of the members of the social bodies of administration and control, Employees and all persons (natural and/or legal persons) who have any kind of relationship with the Company (in the document called "Business Partners") are constantly inspired.

ISO 37001 certification

In 2019, the Company obtained ISO 37001 certification, a verification for management systems for the prevention of corruption – certification renewed in 2022.

As you know, this certification identifies a management standard to help organizations fight corruption by establishing a culture of integrity, transparency and compliance, and is an important goal the Company has achieved.

At the time of the preparation of this Report, the path for obtaining the certification is underway for Ansaldo Nucleare S.p.A. and will be followed by Ansaldo Green Tech S.p.A.

Compliance with Antitrust Rules

An in-depth knowledge of anti-competitive illicit rules is essential for all businesses, regardless of the business sector. Ansaldo Energia S.p.A. intends, therefore, to ensure that the conduct of the business of the companies of its group takes place in compliance with the antitrust rules.

In 2018, the Company adopted a directive addressed to the whole Group, with the aim of describing the limits imposed by the national and European Union and international competition law on restrictive practices and abuses of dominant positions, on the one hand, and explain the behaviors to be followed and/or the conduct not to be held in order to ensure full compliance with antitrust legislation, on the other hand.

In view of the above, Ansaldo Energia requires that, in the performance of its professional activity, all employees and directors of the companies of the Group strictly comply with the limits imposed by the antitrust rules, as well as carefully observe the requirements of their company policies.

In 2022, there were no instances of antitrust violations in which Ansaldo Energia was identified as a participant, nor were any legal proceedings under or involving previous years.

Transparency in tax management

The Ansaldo Energia Group adopts a fair and reasonable approach to taxation through careful management of fiscal risk and effective governance of taxation. The objective is to comply with all tax rules and requirements in each country in which the Group operates.

The tax function, within the Administration, Finance and Control of the parent company Ansaldo Energia S.p.A., has the responsibility of Tax planning for the whole Group and is supported by external consultants also in order to comply with the regulations.

Through the Enterprise risk Management system, Ansaldo Energia proactively seeks to identify, assess, manage and monitor the risk of penalties for misapplication of tax legislation in order to ensure that it remains in line with the Group's acceptable risk level.

In accordance with Annex 19 of the UK Finance Act 2016, Ansaldo Energia S.p.A., in its role as Parent Company, publishes the document "Tax strategy" on behalf of its entities in the United Kingdom. It defines the approach in the conduct of tax aspects and the management of associated risks that applies to all Group entities in the United Kingdom.

PROTECTION OF HUMAN RIGHTS

In the awareness of the benefits of an international and social order in which rights and freedoms are fully realized, Ansaldo Energia strives to:

- apply the necessary diligence in identifying circumstances and environments in which the risk of human rights violations can be exacerbated (e.g., situations of political instability, operations in countries characterized by a lack of political or civil rights);
- contribute to the promotion and defense of the full fulfillment of human rights;
- overcome all forms of discrimination, corruption, child or forced labor exploitation and, more generally, from the early stages of recruitment, to promote dignity, health, freedom and equality of workers, in accordance with the United Nations Universal Declaration, The fundamental conventions of the International Labor Organization ("ILO") and the OECD Guidelines.

Situations of risk to human rights

The Group does not maintain any kind of relationship, even if indirect or by person, with entities (natural or legal persons) that:

- operate in breach of the law;
- participate in or carry out support activities in any form in Italy or abroad for criminal organizations of any kind, including mafia-style organizations, those engaged in trafficking in human beings, arms trafficking, or the exploitation of child labor;
- employ personnel in an irregular manner or in any event operate in breach of laws and regulations on the protection of workers' rights;
- support terrorism.

Particular attention is given in relations with persons operating in countries where there is no legislation that sufficiently protects workers, from the point of view of child, female and immigrant labor, by ensuring the concrete recurrence of adequate health and safety conditions.

Avoid complicity

In providing enterprise security services, it is required to:

- respect the human rights of the people with whom there is contact, including the rights to freedom of expression, association and peaceful assembly;
- treat all people in a human way and in respect of their dignity and privacy. In particular, it is prohibited to arbitrarily or illegally interfere with the privacy of employees and third parties.

The use of repressive measures and the use of force, except in cases of legitimate defense, during the surveillance of its construction sites and/or establishments, is not tolerated.

Any use of force shall in any case be in accordance with the applicable law and in no case shall it exceed what is strictly necessary and shall be proportionate to the threat and appropriate to the situation.

To ensure proper behavior toward third parties, particularly with regard to the use of force, Ansaldo Energia undertakes to ensure that security personnel receive adequate training in the field of human rights.

Discrimination and vulnerable groups

In the conviction that the full and effective participation and integration into society of all groups, including those that are vulnerable, provides and increases the opportunities of all the organizations and of all the persons involved, the Ansaldo Energia Group is against all forms of discrimination, direct or indirect, to employees, partners, customers, stakeholders and anyone else with whom it is also indirectly in contact.

The management of staff is inspired by principles of fairness and impartiality, avoiding favoritism or discrimination, while respecting the professionalism and skills of the worker.

To this end, the Group:

- in the selection of employees and collaborators – carried out without discrimination on the private sphere and on the opinions of the candidates – works to ensure that the acquired resources correspond to the profiles actually necessary to the business needs, avoiding favoritism and any kind of facilitation, and inspiring their choice exclusively to criteria of professionalism and competence;
- safeguards workers from acts of stalking, violence, even psychological, or mobbing, and counteracts any attitude or behavior that is discriminatory or detrimental to the person, his beliefs and inclinations;

- requires that harassment or attitudes arising from harassment practices of mobbing which are all, without exception, prohibited be not given to internal and external working relations;
- offers equal employment opportunities, ensuring fair treatment on the basis of individual skills and abilities by adopting a policy based on recognition of merits and equal opportunities in the development of employment relationships.

In accordance with the terms of law and principles set out above, medical examinations for pregnancy and in other cases prohibited by the rules in force are forbidden.

Civil and political rights

The Ansaldo Energia Group is committed to protecting the moral integrity of all employees and/or non-subordinate collaborators, guaranteeing them the right to working conditions respectful of the dignity of the person and the full exercise of trade union and political rights.

Moreover, the Ansaldo Energia Group, in full compliance with the rules on the protection of personal data and with the rules on the protection of the privacy of all the recipients and, more generally, of all those who have in any way contacts with the Company, adopts specific rules aimed at providing, especially, for the prohibition of undue communication and/or dissemination of personal data in the absence of the prior consent of the person concerned. Respect for the dignity of the worker must also be ensured through respect for privacy in correspondence and interpersonal relations between employees, through the prohibition of illegal interference in conferences or dialogs and through the prohibition of intruders or forms of illegal control.

In more detail, the Ansaldo Energia Group has a directive applicable to all Companies that describes roles, responsibilities, main activities as well as standards of protection and safety in the processing of personal data, in order to satisfy the requirements laid down by the European Regulation 679/2016 and the national law in force and, in addition, each Italian company has its own internal procedure which better specifies what is expressed in the said Directive.

Economic, social and cultural rights

The Ansaldo Energia Group exercises the necessary diligence to ensure that it is not involved in activities that violate, obstruct or impede the enjoyment of economic, social and cultural rights by employees, partners, customers and other stakeholders on which it may have influence.

To this end, it shall take due account of the possible impact of its decisions, activities, products and services, as well as of new projects on these rights, including the rights of local populations in the countries in which it operates.

The Group shall refrain from undertaking initiatives which may, directly or indirectly, restrict or impede access to a product or an essential resource or jeopardize the supply of scarce essential resources and undertake to explore new ways, in relation to its activities, to contribute to the respect of these rights.

Fundamental principles and rights at work

The Ansaldo Energia Group guarantees respect for the fundamental labor rights enshrined in the ILO.

In particular, the following shall be guaranteed:

- freedom of association and the recognition of the right to collective bargaining by its employees. Workers' representatives shall be provided with appropriate means to enable them to perform their work effectively and to play their role without interference;
- the elimination and combating of all forms of forced or compulsory labor and the exploitation of child labor. The Company does not permit and does not tolerate the establishment of employment relations – even by business partners – in violation of the current rules on child, female and immigrant labor and protection against labor exploitation practices;
- the elimination of discrimination in the job and employment. The employment policies of the Ansaldo Energia Group are not discriminatory by race, color, gender, religion, nationality, social origin, political opinion, age or disability.

The Group undertakes initiatives to support the reconciliation of private life and work of its staff. The Company also strives to promote the respect of these rights by its associates and business partners.

Reporting violations: Whistleblowing Directive

Those who believe there have been violations of their human rights are required to bring this to the attention of the Company through the reporting system of violations to the Supervisory Body, defined in the Organization, Management and Control Model and by the Code of Ethics, in addition to what is described in the following paragraphs.

In 2022 Ansaldo Energia S.p.A. adopted a directive for all the Group companies with the aim of regulating the process of receiving, analyzing and processing internal reports of illegal conduct, even in anonymous or confidential form,

carried out by the staff of Ansaldo Energia Group companies and third parties. This directive also has visibility on the Company's website.

In addition to what has already been described in the paragraph dedicated to the Organization, Management and Control Model of AEN and ANN, the dedicated reporting channels are the e-mail address reports@ansaldoenergia.com and mail it to the attention of the Group Compliance Officer at the registered office of Ansaldo Energia S.p.A. If the report concerns the Group Compliance Officer, the report must be sent to the e-mail address of the Ansaldo Energia S.p.A. Supervisory Body odv.dlgs231-01@ansaldoenergia.com.

Ansaldo Energia S.p.A., the Group companies and the Italian companies' Supervisory Bodies ensure the protection of the confidentiality of information and of its processing in compliance with the current privacy legislation. The staff of the Group Companies and the members of the Supervisory Bodies ex Legislative Decree 231/01 of the Italian Group companies who receive a report and/or who are involved, in any way, in the management of the report, must guarantee the maximum confidentiality of the information contained therein and of the identity of the signaling agent.

In 2023, the said Directive is to be amended, with the simultaneous extension of the reporting channels, dictated by the need to adapt to the national legislation LEGISLATIVE DECREE no. 24, 10th March 2023, implementation of Directive (EU) 2019/1937 of the European Parliament and of the Council of the 23rd October 2019 on the protection of persons reporting breaches of Union law and laying down provisions concerning the protection of persons reporting breaches of national regulatory provisions.

In 2022, no reporting was received, and a report considered not to have been established by the ODV at the end of 2021 was processed and closed.

MANAGEMENT SYSTEMS AND CERTIFICATIONS

Performance and behavior in the areas of quality, health and safety, environmental protection and information safety and conducts in line with the anti-corruption principles established at the Company and Group level are considered by Ansaldo Energia as a fundamental value.

In order to guarantee a coherent approach and to define a systematic management of the processes underlying the governance of these aspects, the Group companies have equipped themselves with management systems certified and in conformity with UNI EN ISO standards.

The certificates in force of the individual companies are available on the company's website.

UNI EN ISO 9001
For quality

UNI EN ISO 45001
For security

UNI EN ISO 14001
For environment

UNI EN ISO 37001
For transparency

UNI EN ISO 19443
For quality - nuclear energy sector

Quality management

Ansaldo Energia is committed to continuously improving and innovating its processes to increase customer satisfaction and market competitiveness. Ansaldo Energia:

- takes a flexible and proactive approach to responding to customers' needs and ensuring their satisfaction with their portfolio of product and service offerings;

- involves all staff and stakeholders to achieve and maintain a high level of quality and innovation of their products and services;
- is committed to the continuous improvement of the effectiveness of the Group Quality Management System;
- ensures compliance with all applicable laws, regulations and other requirements in each country where the Group's products and services are offered.

Ansaldo Energia addresses these commitments with complete integrity, following a governance process that includes documented quality goals, performance monitoring, and periodic management reviews.

Health and safety management, energy management and environmental management

The protection of workers' health and safety, including prevention and protection from infections, and the protection of the environment, are fundamental principles of Ansaldo Energia's social responsibility.

In all its activities, the company ensures the most appropriate environmental, health and safety standards at work and acts to ensure sustainable development. For Ansaldo Energia these principles are a founding value. In relation to the principles stated, Ansaldo Energia demonstrates its commitment, ensuring the use of the resources necessary to act and maintain its Management System.

Ansaldo Energia imposes ethical and socially responsible behavior, monitoring and respecting the environment, health and safety of all stakeholders: Employees, Customers, Suppliers, Investors, Communities. In this context, Ansaldo Energia's System of Environmental Management, Health and Safety and infection Control, integrated in the business model and certified according to ISO 14001 and ISO 45001 and in line with the requirements of the Biosafety Trust Certification. It goes beyond the national and international regulations in force and commits the Group to adopt more and more advanced technologies and processes.

For many years Ansaldo Energia has been working with commitment to create a strong culture of safety and the environment involving all its employees and all its suppliers, through continuous improvement programs. In 2022 the process for obtaining the energy certification according to ISO 50001 was started.

Management of the evolution of the epidemiological scenario from SARS-COV-2

The spread of SARS-COV-2 infection represented a public health emergency in 2020 and 2021 and the management of the Group's preventive and protective measures also in 2022 followed the special measures adopted by the competent institutions in accordance with the evolution of the epidemiological scenario.

The information service prepared by Sicuritalia (upgrade of foreign construction sites, update of Covid-19, daily report Covid-19) in Italian and English, concerning the measures planned in the different countries of the world, has been distributed extensively as well as the Memorandum that defines rules of behavior and criteria to be observed for the whole health emergency COVID-19, written and updated by the Company in accordance with the provisions of DPCM and related ordinances.

The Control Committee set up in 2020 and consisting of some corporate functions (HR, EHS, facility and Security), RSPP, competent physician, RLS and RSW continued its monitoring of the application of the rules of the shared protocol throughout the duration of the emergency while continuing to ensure the monitoring of the actions necessary to combat and contain the spread of the infection.

The plexiglass (Anti droplet) bulkheads mounted on the desks at the offices have been maintained (and in some cases are still present) while those at the tables of the canteens were removed in autumn 2022, where the catering service has remained subject to pre-defined time bands for the consumption of the meal, maintaining the practice of separation of entry and exit from the refectory.

Also kept some of the gel dispensers, the provision of personal kits distributed to employees, and the sanitation of working environments and common spaces where and for what is needed.

Finally, to avoid overcrowding until the end of the emergency, the 30' phase shift in and out of the 3 shifts of factory personnel and the offer of additional changing rooms (container modules until June 2022) continued.

Even the specific health surveillance has not been interrupted until the official communication of an emergency ceased, occurred on 03.31.2022 , paying particular attention to fragile subjects.

Through the company infirmary, they were able to monitor possible infections and never registered Cluster inside the company perimeter.

Cyber & information security

Cyber security has become a key element in ensuring data integrity, confidentiality, and availability in today's digital environment. Recognizing the importance of sustainability in cybersecurity, Ansaldo Energia has adopted, at the Group level, a set of practices to ensure an holistic and responsible approach to the work of protecting sensitive systems and information.

As regards sustainability efforts, policies and procedures have been developed that integrate ethical, social and environmental considerations into cybersecurity activities. Here are some of the key aspects that highlight this commitment:

- **Social responsibility:** Ansaldo Energia supports corporate social responsibility by adopting a strict data protection and compliance policy, in compliance with applicable laws and regulations. We are committed to protecting the privacy of our users while maintaining high standards of transparency and security in our operations
- **Training and awareness:** Ansaldo Energia invests in the training and awareness of its employees to ensure a proper understanding of cyberthreats and security best practices. It also promotes awareness of cybersecurity sustainability issues both internally and externally, in order to encourage a widespread security culture
- **Collaboration and Knowledge Sharing:** Ansaldo Energia supports knowledge sharing and collaboration with partners, organizations, and communities interested in computer security. Through open dialog and cooperation, it promotes innovation and the adoption of sustainable solutions to combat digital threats.
- **Continuous assessment and improvement:** Ansaldo Energia constantly monitors its safety and sustainability performance. Through a continuous evaluation process, it identifies areas for improvement and takes corrective measures to ensure the effectiveness and efficiency of its cybersecurity activities while respecting sustainability principles.

Ansaldo Energia established an Enterprise Security Architecture (ESA) at Group level in 2017 with the aim of improving its overall security position and of efficiently and effectively addressing the management, control and protection of the company's information assets. The security vision and strategic objectives have been put into practice by creating the ESA, which represents a defined and agreed framework that is implemented and periodically reviewed and evaluated to ensure that it continues to be suitable for the purpose.

Ansaldo Energia recognizes cybersecurity as a sustainable and evolving process and is committed to keeping up with new challenges and emerging opportunities. It continues to promote a secure, responsible, and sustainable digital environment to help protect information and build a resilient digital society for all.

ESA is modeled and developed through the National Framework for Cybersecurity and Data Protection, based on four main capabilities - Governance, Prevention, Detection, Response & Recovery - and related domains. This framework provides a holistic approach to all information security topics based on the following key components:

- The Information and Cyber Security organizational model, which defines the main roles and responsibilities in computer security within the company.
- Information and computer security process and rules, defining rules and procedures for dealing with information security issues.
- Information and Cyber Security Control and Monitoring Framework, which provides a template for monitoring/verifying compliance with Group-wide security controls.

During 2022, the main Cyber Security projects to ensure the above were:

- Awareness activities by addressing key Cyber Security issues to raise awareness of threats and their prevention.
- Implement several solutions to ensure data protection.
- IT and OT cybersecurity assessments based on NIST and IEC-62443 frameworks, respectively.

Information systems

In line with its commitment to corporate social responsibility and environmental protection, Ansaldo Energia has adopted, at Group level, a series of measures aimed at reducing the impact of its information systems on the ecosystem and promoting energy efficiency. Here are some of the highlights:

- Energy efficiency: Ansaldo Energia has implemented a series of initiatives to optimize the use of energy in its data centers and its infrastructures. Through the use of innovative technologies, such as virtualization, intelligent power management, and the adoption of environmentally friendly cooling systems, it has managed to reduce its energy consumption and associated carbon emissions.
- Awareness and training: Ansaldo Energia promotes awareness and training of its staff regarding sustainable practices in the use of information systems. Provides guidance on how to optimize resource utilization, reduce waste, and take responsible behaviors in the use of digital technologies.
- Green procurement: Ansaldo Energia is committed to the selection of suppliers and partners who share the values of sustainability by promoting the purchase of solutions with low environmental impact and socially responsible.

Ansaldo Energia has implemented several projects, activities and tools, mainly in the Network, System, Application, Data and Enterprise Security areas.

All activities and projects are realized in response to a precise strategy that Ansaldo Energia defines in line with the best frameworks in the specific area, including COBIT, ISO 27001, ISO 27002, NIST, ISA/IEC 62443 AND NERC CIP.

In the context of the company risk Assessment and the findings of 2021 on the actions necessary for Business continuity, the IT function implemented in 2022 a Disaster Recovery Plan that guarantees the resilience of data and applications to the whole Group.

ENVIRONMENT

Ansaldo Energia expresses its attention to the protection of the environment through the continuous improvement of the environmental/ energy performance of its production cycle and the development of an increasingly sustainable product.

ENVIRONMENTAL AND ENERGY POLICY

Ansaldo Energia has been engaged for several years in creating a deep awareness of the proactive role that is necessary to have in the protection of the environmental sector.

Through programs of continuous improvement of its environmental performance and reduction of energy consumption, it involves both its employees and all its suppliers.

The common commitment is to:

- comply with the legal requirements and other requirements adopted by the Organization;
- respect the Organization, Management and Control Model, the Ansaldo Energia Code of Ethics and its entire procedural system;
- prevent any significant environmental impact arising from production processes;
- promote energy efficiency and reduce CO_2 emissions;
- constantly promote the performance of the energy management system through collaboration and coordination between company resources for the correct use of energy sources, ensuring the reduction of the environmental impact generated by company activities
- ensure that contractors also comply with the requirements of management systems for the environment;
- work closely with customers to develop power plants, gas turbines, steam turbines and generators designed to be environmentally friendly;
- constantly train and inform all staff, as well as consult and involve all interested parties, starting with their own employees and their representatives;
- optimize the parameters of production processes with the aim of reducing energy consumption, the consumption of materials and natural resources, emissions into the atmosphere and waste;
- establish and monitor measurable improvement targets related to energy and environmental performance;
- maintain alignment between business and environmental sustainability goals through the adoption of innovative technologies.

ENVIRONMENTAL AND ENERGY PERFORMANCE

The reporting perimeter of the environmental and energy performances illustrated in this Sustainability Report is represented by the activities carried out in the three permanent sites of Genoa.

The environmental aspects are essentially those connected to the mechanical workings realized through machines, also of large dimensions, joined to assembly activities and other workings, of the manual type.

A not negligible contribution is also that deriving from technical and administrative office activities involving more than one thousand employees.

Raw materials and other materials

The main Raw materials used for the manifacturing of Ansaldo Energia products are metals and alloys, in particular steels and cast iron for gas and steam turbines, steels and copper for alternators.

It is the company's policy to require from its suppliers materials consisting of increasing percentages of secondary raw material. In view of this policy, the percentages of secondary raw material are subject to fluctuations which depend on the variation in the production mix. In 2022, the secondary raw material content of the material purchased by Ansaldo Energia was about 95% for copper[8], 81.1% for steel and 50.3% for cast iron.

Raw materials[9]	2020	2021	2022
Copper [t]	**2,370.7**	**2,000.9**	**1,140.9**
recycled material	75.0%	75.0%	75.0%
new material	25.0%	25.0%	25.0%
Steel [t]	**4,927.7**	**5,704.1**	**3,147.3**
recycled material	69.5%	82.3%	81.1%
new material	30.5%	17.7%	18.9%
Cast iron [t]	**1,010.3**	**1,674.7**	**883,4**
recycled material	51.2%	49.5%	50.3%
new material	48.8%	50.5%	49.7%
Total Raw materials [t]	**8,308.7**	**9,379.7**	**5,171.6**
recycled material	68.9%	74.9%	74.5%
new material	31.1%	25.1%	25.5%

8 Estimated on the basis of certified information from primary AEN supplier

9 In order to remanufacture micro-turbines and following refining in the percentages of new and recycled raw material concerning the components of GT36, RT30 turbines and the THR-12-65 and TRY56 alternators, The figures relating to steel and cast iron consumption in 2020-2021 have been restated in relation to what was published in the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Ansaldo Energia monitors the consumption of wood, plastic (film and bag) and cardboard packaging in the upstream and downstream of the production activity.

The Company also monitors consumption of paper, plastic and aluminum deriving from canteens, office activities and water and coffee vending machines.

Packaging and other materials[10]	2020	2021	2022
Wood packaging [t]	989.9	813.2	570.4
Plastic packaging [t]	37.4	8.1	1.4
Carton packaging [t]	0.7	18.0	18.0
Paper consumption [t]	31.3	33.8	24.9
Plastic consumption [t]	15.8	12.7	3.9
Aluminum consumption [t]	7.5	6.6	4.1

The consumption data of the packaging refer both to the packaging of the materials arriving at the plants in Genoa and to the ones departing.

The company is committed to optimizing the use of packaging. In particular, through the "milk Run" mode, (or "milk turn" that takes inspiration from the milk supply of American households in the '50s and '60s that left empty bottles in front of the house door), Ansaldo Energia re-uses the plastic boxes used for the transport of turbine blades, a strategic company product that foresees several production steps, both inside the perimeter of Ansaldo, and outside involving various suppliers.

This method of packaging, since it is cases of standardized dimensions, in addition to the obvious benefit from the point of view of waste reduction, is allowing Ansaldo Energia to obtain benefits from other points of view:

- optimization in the volumes occupied in Ansaldo warehouses;
- optimization in transport;
- optimization of packaging costs (for an initial "non-recurring" investment, the "recurring" packaging costs were reset);
- significant reduction in handling damage.

10 Following an improvement in the reporting process, the 2021 data on paper, plastic and aluminum consumption were restated compared to the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Evaluations are also under way to extend this strategy to other product classes.

At the end of 2021, an important initiative to reduce disposable plastic was carried out at Ansaldo Energia's production site: in two of the three canteens, the water bottles, the beverage cans, and the disposable plastic cups have been eliminated and replaced by automatic dispensers of water and drinks and washable glasses. The positive impact can be seen in the table below.

The plastic wrappers that contained the cutlery were replaced by paper wrappers.

In the refreshment areas present in the offices and in the operative areas, dispensers of filtered water pre-washed by the municipal aqueduct have been installed in place of as many machines distributing water in plastic bottles. The bottles still used are made of 100% recycled plastic.

The cups of the coffee machines have been replaced with plastic cups that can be composed.

Bottles and plastic beakers	2020	2021	2022
CANTEEN			
Plastic bottles [t]	4.39[11]	3.17	0.56
Plastic bottles [t]	1.29	0.79	0.17
VENDING MACHINES			
Plastic bottles [t]]	1.24	0.79	1.10
Plastic bottles [t]	0.56	0.00	0.00

11 Following an improvement in the reporting process, the 2021 data on the quantities of plastic bottles and glasses for the canteen were restated compared to the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Management of hazardous substances

Ansaldo Energia's production lines provide for the use of hydraulic oils and lubricants for machining with machine tools, resins and solvents in the activities of the generator, degreasing, penetrating and detecting fluids line for non-destructive testing.

The management of hazardous substances is regulated by procedures to ensure compliance with the requirements for the protection of the health and safety of workers as well as with the relevant regulations such as reach and CLP European regulations.

All substances used in the firm are censored on a specific data basis: the entire cycle of evaluation and authorization for the use on the site of each chemical product is digitalized.

Energy consumption

The supply of electricity, guaranteed by operators admitted to the Electricity Market, is mainly aimed at feeding the production activity. A part of the energy requirement is self-produced through photovoltaic plants present in the sites of Genoa.

To guarantee the pursuit and development of a sound energy policy Ansaldo Energia is equipped with an Energy Manager that coordinates a dedicated cross-sector team.

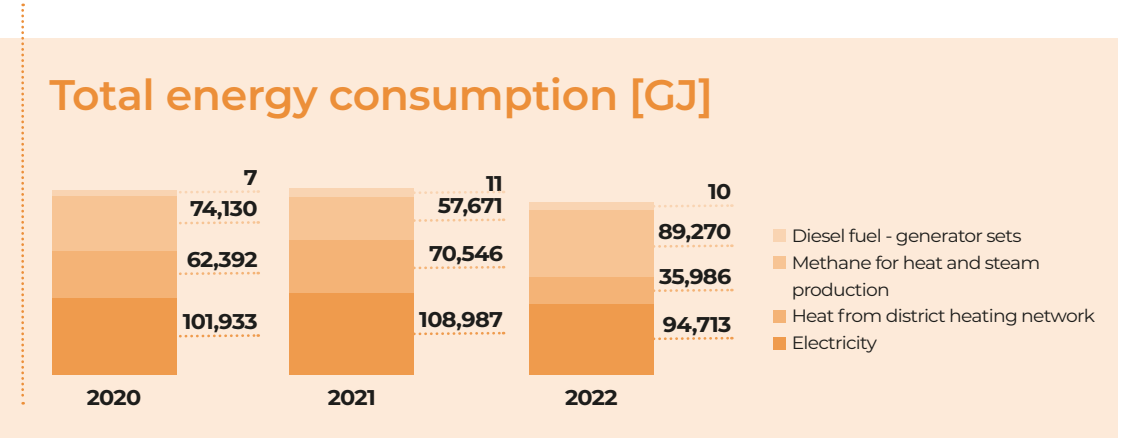
With reference to the requirements of D. Lgs.102/2014, Ansaldo Energia periodically carries out an energy diagnosis from which derives a targeted plan of reduction of consumption pursued by the company. Annual reports are made of the previous year's progress on energy reduction projects.

In 2022 the total energy consumption, in absolute value, was 219,979 GJ, a decrease of 7.3% compared to 2021. The result was mainly due to a reduction in electricity consumption of 13.1% due also to a reduction in production and an overall heat reduction from district heating, methane and diesel of 2.3% following the increase in the average seasonal temperature.

ENERGY CONSUMPTION – from a non-renewable source	UOM	2020	2021	2022
Electricity from the grid	GJ	98,845[12]	106,149	91,089
Heat from district heating network	GJ	62,392	70,546	35,986
Methane for heat and steam production	GJ	74,130	57,671	89,270
Diesel fuel for energy production	GJ	7	11	10
TOTAL ENERGY CONSUMPTION – from non-renewable source	**GJ**	**235,373**	**234,377**	**216,356**

ENERGY CONSUMPTION – from renewable source	UOM	2020	2021	2022
Electricity produced and consumed by photovoltaic system	GJ	3,088	2,837	3,623
TOTAL ENERGY CONSUMPTION – from renewable source	**GJ**	**3,088**	**2,837**	**3,623**
TOTAL ENERGY CONSUMPTION	**GJ**	**238,461**	**237,214**	**219,979**

The following chart shows the total energy consumption by source.

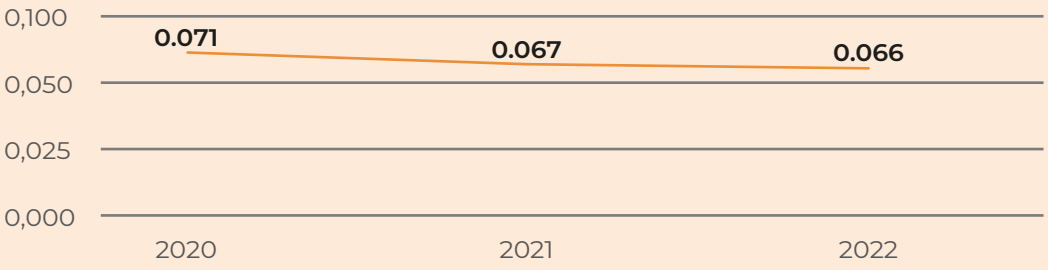


12 *Following an improvement in the reporting process, the figure for 2020 relating to electricity taken from the grid was restated compared to the figure published in the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com*

The **energy intensity** indicator calculated as the total energy consumption per hour worked[13] has been reduced by 1.9%; this is because the decrease in total energy consumption (-7.3%) has been more than proportional to the reduction in hours worked (-5.5%).

Energy intensity

Total energy consumption per hour worked



[GJ per hour worked]

Water withdrawals

The water withdrawals, entirely carried out by the municipal aqueduct, are mainly intended for civil use, while in the production activity the water resource is mainly used for the supply of cooling systems and washing activities or treatments in aqueous solution.

Water consumption is systematically the subject of improvement programs aimed at reducing waste (e.g. installation of timers in toilet taps in all establishments, privileging of closed-cycle cooling system plants).

13 *Following the inclusion of Ansaldo Nucleare in the perimeter, the 2020 and 2021 figures for the energy intensity indicator per hour worked were restated compared to those published in the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com*

Water withdrawals[14]			2020		2021		2022	
TYPE			All areas (ML)	Water stress areas (ML)	All areas (ML)	Water stress areas (ML)	All areas (ML)	Water stress areas (ML)
WATER COLLECTION BY SOURCE	Third-party water resources (aqueduct)	Fresh water (1000 mg/L total dissolved solids)	66.5	-	104.2	-	125.7	-
TOTAL WATER WITHDRAW FROM AQUEDUCT [ML]			**66.5**	**-**	**104.2**	**-**	**125.7**	**-**

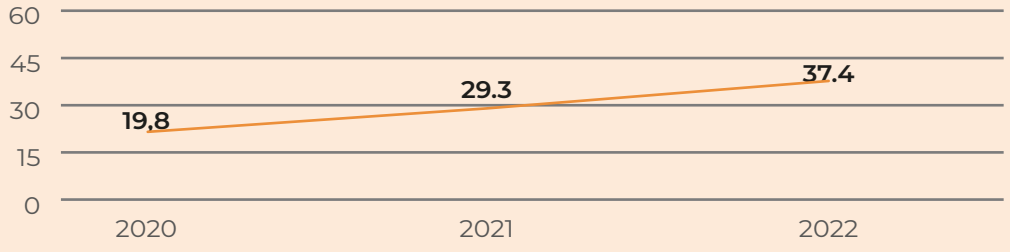
In 2021, water collection amounted to around 125.7 Megaliters (ML), an increase of 20.7% over the previous year.

The increase in water consumption was caused by abundant hidden losses of not easy identification on the underground distribution network of district heating, as well as by an increase in the presence of the personnel in the company.

The indicator **water withdrawals per hour worked** also[15] follows the increase in absolute withdrawals, which is also slightly aggravated by the reduction in hours worked.

KPI

Water withdrawals per hour worked



[Liters per hour worked]

14 Following an improvement in the reporting process, the 2020 and 2021 figures for the water sampling indicator were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

15 Following the inclusion of Ansaldo Nucleare in the perimeter, the 2020 and 2021 figures for the indicator of the intensity of water withdrawals per hour worked were restated compared with the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the www.ansaldoenergiasustainability.com

Air emissions

The air emissions resulting from the production processes carried out in Ansaldo Energia are essentially characterized by powders, VOCs and oxides of carbon and nitrogen from thermal plants.

The origin of these emissions are respectively the mechanical processing activities and the use of resins or other preparations containing volatile organic compounds, mainly used in the production line of generators and the generation of heat both for productive use and for room heating.

All emissions conveyed into the atmosphere are regulated and authorized in the context of the unique Environmental Authorization process (A.U.A.) issued to Ansaldo Energia by the Metropolitan City of Genoa. The implementation of the solvent management plan is also managed within the scope of this measure.

The following table shows the emissions of Volatile Organic Compounds, Carbon Monoxide and Nitrogen Oxides derived from production process and thermal plants and the fugitive emissions of refrigerant gases related to air-conditioning systems.

Air emissions	UOM	2020	2021	2022
Emissions from production process and thermal plants				
VOC	[kg]	2,006.4	4,994.0[16]	6,044.0
CO	[kg]	7,347.5	5,344.2	5,587.8
NOx	[kg]	27,306.9	20,580.2	21,755.4
Fugitive emissions – refrigerant gases				
R407C	[kg]	2.5	26.5	6.5
R134A	[kg]	1.8	15.0	5.4
R404A	[kg]	9.2	8.7	-
R410A	[kg]	13.3	18.2	7.5
R422D	[kg]	3.0	6.0	-
R22	[kg]	0.5	-	-
R452A	[kg]	-	-	0.8

16 Following an improvement in the reporting process, the 2021 VOC emissions data were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

The state of efficiency of abatement plants enslaved to emissions into the atmosphere is ensured by the internal maintenance service, the chimney concentrations of the pollutants are verified in accordance with the prescribed sampling plan.

The increase in VOC emissions recorded in 2022 is due to two factors: the increase in processing associated with higher emission values and the use of updated measurements as a result of new samplings carried out in the year.

In 2022, none of the measurements of concentrations of powders (mg/m3), carried out in a chimney at as many emission points, were exceeded by the authorized values, since these emissions were largely under-threshold.

The control and the progressive efficiency of the systems of collection and subsequent reduction of emissions in the atmosphere is however an integral part of the constant attention that the company places to the air quality of the working environments.

Waste management

The management of urban (coming from offices and canteens) and special waste, is centered both on the upstream reduction of waste production and on the maximization of allocation to recovery/recycling of the same.

Particular attention is paid by the organization to the management of a careful differentiation of the product waste, through a capillary distribution of dedicated containers, and an efficient collection system.

The entire collection cycle is managed by a dedicated internal service that guarantees the systematic emptying of the containers and starting to dispose of the waste.

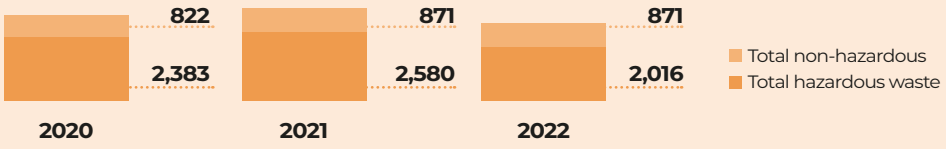
The management of urban waste is carried out in collaboration with the manager of the public service for the Metropolitan City of Genoa.

In order to guarantee efficiency and control in the correct management of waste materials, the main plant located in Via Lorenzi, has equipped itself with a temporary storage area for the special hazardous and non-hazardous waste of its own production, authorized by the executive act of the Metropolitan City of Genoa. Dedicated operational and administrative staff follows the entire process. The special waste from the production lines consists essentially of iron and steel, filings and shavings of ferrous materials, packaging, emulsions and solutions for machinery and washing water.

A careful selection of Raw materials and substances used in the factory has allowed the quantities of special hazardous waste to be progressively reduced over the years.

In 2022, the total amount of special waste produced was 2,833.5 tons, -17.9% compared to the previous year. This result, for the sake of completeness of information, was also affected by the end of an extraordinary activity, lasting from 2019 to 2021, of disposal of non-hazardous materials and components accumulated in warehouses in previous years.

TOTAL SPECIAL WASTE products[17] [t]



In 2022, the non-hazardous fraction of the waste amounted to 71.2% of the total and the hazardous fraction to 28.8%. Waste for recovery accounts for 71.8% of the total and waste disposed of for 28.2%.

Special waste diverted from disposal	UdM	2020	2021	2022
Total waste diverted from disposal	**[t]**	**2,410.4**	**2,547.1**	**2,034.8**
Non-hazardous waste	[t]	1,807.2	1,941.9	1,442.4
Preparation for reuse	[t]	-	-	-
Recycling	[t]	1,807.2	1,941.9	1,442.4
Hazardous waste	[t]	603.1	605.2	592.4
Preparation for reuse	[t]	-	-	-
Recycling	[t]	603.1	605.2	592.4

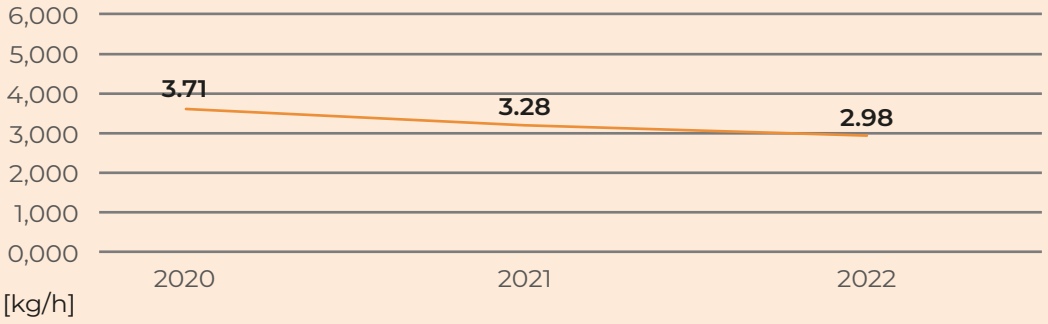
17 Following an improvement in the reporting process, the 2020 non-hazardous waste figure was restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Special waste directed to disposal	UdM	2020	2021	2022
Total waste directed to disposal	**[t]**	**793.7**	**903.4**	**798.7**
Non-hazardous waste	[t]	574.9	637.8	573.7
Energy recovery	[t]	0.0	0.0	0.0
Incineration	[t]	3.4	5.5	3.2
Disposal	[t]	571.6	632.3	570.5
Hazardous waste	[t]	218.7	265.6	225.0
Energy recovery	[t]	69.2	70.9	46.9
Incineration	[t]	146.9	191.6	148.1
Disposal	[t]	2.6	3.1	30.0

The data relating to the indicator **total special waste per hour worked**[18] show a constant reduction in the three-year period considered as a demonstration of Ansaldo's increasingly careful management of the efficiency of the production process.

KPI

kg of total special waste per hour worked



18 Following the inclusion of Ansaldo Nucleare in the perimeter, the 2020 and 2021 figures for the Special waste production intensity Indicator per hour worked have been restated compared to those published in the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Effluents

Industrial discharges at production plants are generated by hydraulic testing, parts washing, cooling water and oil separators activities.

The wastewater cycle is completed by discharges of civil origin that discharge into public sewerage system and the network of raiwater discharghing into surface water in compliance with the requirements of the Regional Regulation.

All discharges are duly authorized by the competent bodies and subject to the prescribed periodic analytical controls.

The management of prescriptions and updates due to changes in activities is kept under control through specific censuses and related schedules of the planned controls (e.g. analytical sampling) by the competent authority.

Water discharges			2020		2021		2022	
TYPE			All areas (ML)	Water stress areas (ML)	All areas (ML)	Water stress areas (ML)	All areas (ML)	Water stress areas (ML)
WATER DISCHARGES BY DESTINATION	Domestic and assimilated waste water in public sewerage	Fresh water (1000 mg/L total dissolved solids)	47.1	-	87.9	-	118.0	-
	Industrial waste water in surface water body / soil / subsoil	Fresh water (1000 mg/L total dissolved solids)	18.2	-	15.5	-	6.7	-
	Industrial waste water in public sewerage	Fresh water (1000 mg/L total dissolved solids)	1.2	-	0.8	-	1.0	-
TOTAL WATER DISCHARGED [ML]			**66.5**	**-**	**104.2**	**-**	**125.7**	**-**

Greenhouse gas emissions

Ansaldo Energia monitors direct and indirect greenhouse gas emissions in accordance with the greenhouse Gas Protocol by distinguishing emissions into categories or scope:

- Scope 1: Emissions from sources owned and controlled by the organization due to the production of heat and steam and due to fugitive emissions of climate-altering gases.

- Scope 2: Indirect emissions from the production of electricity and heat consumed by the organization and picked up from the networks.
- Scope 3: Other indirect emissions. This category includes other sources that are not under the direct control of the company, but whose emissions are indirectly due to the business activity. Ansaldo Energia has included emissions from inbound logistics, business travel, waste disposal, water consumption (collection and treatment), used fuel (extraction and transport) and material consumption (paper, plastic and packaging).

Direct emissions

The heating of the buildings in the main plant of Ansaldo Energia was also guaranteed by the city district heating service until October 2022.

To guarantee the continuity of the air conditioning of the rooms even when the district heating plant is stopped (for example for maintenance activities), Ansaldo Energia maintains in a state of efficiency a methane-powered boiler system capable of coping with grid outages. Some other boilers of much lower capacity complete the heat production requirements of the production site.

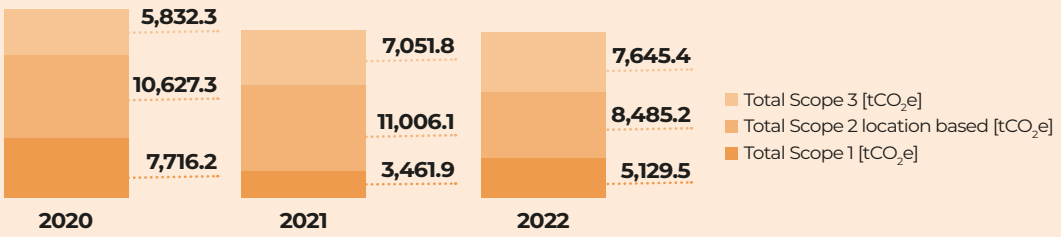
Total installed power requires the plant to be subject to the so-called ETS scheme, the European greenhouse gas emission allowance trading system, the main instrument adopted by the European Union to achieve the CO_2 reduction targets in the main industrial sectors.

Every year, an authorized body certifies the CO_2 shares emitted directly by Ansaldo Energia, based on the procedure that the company has developed to manage the process.

Due to the reduced scope of the CO_2 emission quotas, Ansaldo Energia is in the category of "small emitters" and is therefore classified as "opt out" plants for which the Italian national system provides simpler rules compared to the normal ETS system.

The following graph shows the emissions by scope for the three-year period 2020-2022.

GHG Emissions [tCO_2e]



Greenhouse gas emissions[19]	UOM	2020	2021	2022
Scope 1				
Stationary combustion emissions (methane)	[tCO_2e]	4,169.0	3,304.1	5,092.2
Fugitive emissions (F-gas)	[tCO_2e]	80.0	157.0	36.5
Stationary combustion emissions (diesel generator sets)	[tCO_2e]	0.5	0.8	0.8
TOTALE Scope 1	**[tCO_2e]**	**4,249.5**	**3,461.9**	**5,129.5**
Scope 2				
Electricity emissions purchased from the grid – location based	[tCO_2e]	7,635.8	7,660.5	6,778.6
Heat emissions purchased from district heating network – location based	[tCO_2e]	2,991.5	3,345.6	1,706.6
Electricity and heat emissions purchased from the networks – market based	[tCO_2e]	15,783.4	16,867.0	13,259.1
TOTALE Scope 2 location based [tCO_2e]	**[tCO_2e]**	**10,627.3**	**11,006.1**	**8,485.2**
TOTALE Scope 2 market based [tCO_2e]	**[tCO_2e]**	**15,783.4**	**16,867.0**	**13,259.1**
Scope 3				
Air transport	[tCO_2e]	2,485.7	2,452.2	2,676.6
Transport by road	[tCO_2e]	1,150.8	1,510.7	1,860.2
INBOUND LOGISTICS	**[tCO_2e]**	**3,636.5**	**3,962.9**	**4,536.8**
Air flights	[tCO_2e]	287.0	582.7	829.9
Travel by car	[tCO_2e]	363.9	1,032.8	681.2
Travel by train	[tCO_2e]	4.8	8.2	13.4
BUSINESS TRAVELS	**[tCO_2e]**	**655.7**	**1,623.6**	**1,524.4**
Methane	[tCO_2e]	552.6	565.5	867.5
Diesel fuel	[tCO_2e]	0.1	0.2	0.2
FUELS USED - extraction and transport	**[tCO_2e]**	**552.7**	**565.6**	**867.7**
Wood packaging	[tCO_2e]	309.4	254.2	178.3
Plastic packaging	[tCO_2e]	96.2	16.1	3.6
Paper packaging	[tCO_2e]	0.5	14.7	14.9
PACKAGING	**[tCO_2e]**	**406.2**	**285.0**	**196.9**
Waste disposed of	[tCO_2e]	364.2	421.9	373.0
Recovered waste	[tCO_2e]	51.4	54.2	43.3
WASTE PRODUCED - disposed of and recovered	**[tCO_2e]**	**415.5**	**476.2**	**416.3**
Water withdrawed from the aqueduct	[tCO_2e]	22.9	15.5	18.7
Treated waste water	[tCO_2e]	34.1	24.1	32.4
WATER CONSUMPTION - water withdrawal and treatment	**[tCO_2e]**	**57.0**	**39.6**	**51.1**
Paper	[tCO_2e]	28.8	31.0	22.9
Aluminum	[tCO_2e]	29.3	26.1	16.5
Plastic	[tCO_2e]	50.7	41.7	12.8
NON-PRODUCTION MATERIALS	**[tCO_2e]**	**108.8**	**98.8**	**52.1**
TOTALE Scope 3 [tCO_2e]	**[tCO_2e]**	**5,832.3**	**7,051.8**	**7,645.4**
TOTAL GREENHOUSE GAS EMISSIONS (Scope 1, 2 location based e 3)	**[tCO_2e]**	**24,175.8**	**21,519.8**	**21,260.1**

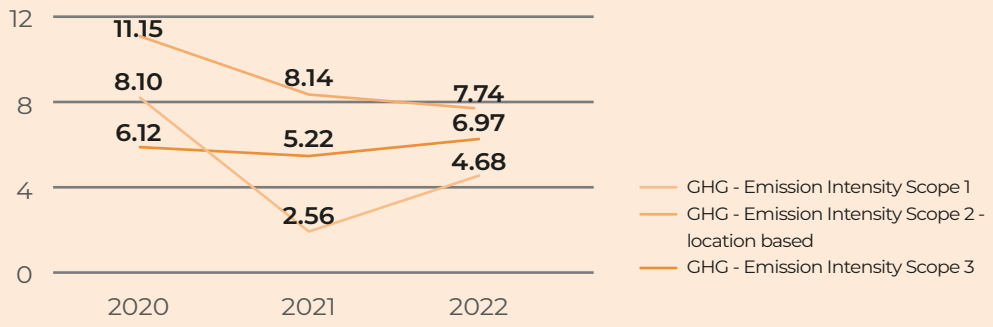
19 Following an improvement in the reporting process, Scope 2 Location-based emissions for 2020 and 2021, linked to electricity consumption, have been restated from the previous Sustainability Report.
Further to the widening of the reporting perimeter and the improvement of the reporting process, 2020 and 2021 data on Scope 3 emissions for Business travels categories, Waste products and materials not related to production have been restated from what was published in the previous Sustainability Report.
For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Total greenhouse gas emissions in 2022 amounted to 21,260.1 tCO_2e. Compared to 2021, a reduction of 259.7 tCO_2e (-1.2%) was observed.

This overall decrease was caused by a decrease in Scope 2 emissions - due to the lower electricity and heat consumption of the grids - which more than compensated for the increase in Scope 1 emissions - due to the higher methane consumption needed to produce the heat no longer taken from the net – and the increase in Scope 3 emissions.

GHG emissions intensity indicators defined as tons of greenhouse gas emissions CO_2, CH_4, N_2O and HCF per million revenues follow the trend shown[20] in the graph.

GHG Emission intensity



[tCO_2e/mln revenue]

The increase in Scope 1 and Scope 3 emission intensities in 2022 was due both to an increase in the respective emissions in absolute terms and to a reduction in revenues.

20 Following the widening of the reporting perimeter and an improvement in the reporting process, the 2020 and 2021 data on greenhouse gas emission intensity indicators have been restated compared to the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

PEOPLE

The centrality of the person for Ansaldo Energia is an undisputed principle that has never changed in the history of the company since its establishment; it addresses not only within its own organization, but also the stakeholders of its own system of relations.

Attention and respect toward its employees are present in Ansaldo Energia from the recruitment and integration stages until the moment of their exit. The contents that regulate the working relationship integrate, with the second level, those defined by the national collective bargaining (CCNL Industria Metalmeccanica e di Installazione di Impianti).

According to the company needs and the specific characteristics of the individual roles, Ansaldo Energia applies flexibility tools both in working hours and in the way of execution (so-called smart working).

As of 12.31.2022 , **2,446** employees[21] of the companies included in the reporting perimeter of this report are distributed as follows:

- 2.261 Ansaldo Energia S.p.A.
- 47 Ansaldo Green Tech S.p.A.
- 138 Ansaldo Nucleare S.p.A.

Professional categories[22]	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	44	4	**48**	43	4	**47**	42	4	**46**
Middle Managers	204	54	**258**	191	59	**250**	180	55	**235**
White Collars	992	251	**1,243**	988	244	**1,232**	1.001	248	**1,249**
Blue Collars	809	3	**812**	826	3	**829**	911	5	**916**
TOTAL	**2,049**	**312**	**2,361**	**2,048**	**310**	**2,358**	**2,134**	**312**	**2,446**

The percentage of employees employed on a permanent basis is **99.1%**, confirming the importance for Ansaldo Energia of establishing stable employment relationships.

Type of contract[23]	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent employees	2,027	312	**2,339**	2,029	310	**2,339**	2,113	311	**2,424**
Fixed-term employees	22	0	**22**	19	0	**19**	21	1	**22**
TOTAL EMPLOYEES	**2,049**	**312**	**2,361**	**2,048**	**310**	**2,358**	**2,134**	**312**	**2,446**

21 Personnel data refer to the number of persons present at 12.31 of each year.
22 Following an improvement in the reporting process, the 2020 and 2021 data for the professional categories were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com
23 Following an improvement in the reporting process, the 2020 and 2021 data relating to the contract types were restated compared to the data published in the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Other types of contract	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Outsourcing contracts	35	6	**41**	85	12	**97**	32	11	**43**
TOTAL	**35**	**6**	**41**	**8**	**12**	**97**	**32**	**11**	**43**

At the end of 2022, 43 people were part-time contracted, 1.8% of the total.

Full-time Part-time	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time employees	2,045	2.76	**2,321**	2,046	279	**2,325**	2,132	271	**2,403**
Part-time employees	4	36	**40**	2	31	**33**	2	41	**43**
TOTAL EMPLOYEES	**2,049**	**312**	**2,361**	**2,048**	**310**	**2,358**	**2,134**	**312**	**2,446**

Part-time workers by category[24]	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Middle Managers	1	3	**4**	0	1	**1**	1	1	**2**
White Collars	3	33	**36**	2	30	**32**	1	40	**41**
Blue Collars	0	0	**0**	0	0	**0**	0	0	**0**
TOTAL	**4**	**36**	**40**	**2**	**31**	**33**	**2**	**41**	**43**

Almost all employees are based in Italy and the personnel living abroad work in the company's numerous branches on the different continents.

Geographical distribution[25]	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Italy	1,992	312	**2,304**	1,985	310	**2,295**	2,078	312	**2,390**
EMEA	49	0	**49**	53	0	**53**	48	0	**48**
APAC	7	0	**7**	9	0	**9**	7	0	**7**
Americas	1	0	**1**	1	0	**1**	1	0	**1**
TOTAL	**2,049**	**312**	**2,361**	**2,048**	**310**	**2,358**	**2,134**	**312**	**2,446**

24 Following an improvement in the reporting process, 2020 and 2021 part-time worker data by category were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

25 Following an improvement in the reporting process, the 2020 and 2021 data on geographical distribution were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

As of 12.31.2022 , employees in the age group 30-50 are 71.3% of the total.

Employees by age groups[26]	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
<30	74	8	**82**	77	5	**82**	93	7	**100**
30-50	1,507	232	**1,739**	1,496	232	**1,728**	1,511	232	**1,743**
>50	468	72	**540**	475	73	**548**	530	73	**603**
TOTALE	**2,049**	**312**	**2,361**	**2,048**	**310**	**2,358**	**2,134**	**312**	**2,446**

The average age and overall average seniority are substantially comparable for the three companies

2022 Average age and average company seniority[27]	Ansaldo Energia		Ansaldo Nucleare		Ansaldo Green Tech	
	Average age	Average seniority	Average age	Average seniority	Average age	Average seniority
Executives	53.7	17.5	54.8	14.6	56.8	23.0
Middle Managers	52.1	19.0	51.1	16.9	50.5	16.8
White Collars	44.7	13.0	43.6	11.2	41.0	11.5
Blue Collars	42.7	11.2	46.0	2.0	35.7	5.0
General average	**44.6**	**12.9**	**45.7**	**12.6**	**45.0**	**13.8**

26 Following an improvement in the reporting process, employee data for 2020 and 2021 by age group was restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

27 Following an improvement in the reporting process, the 2020 and 2021 data for employees of average age and company seniority were restated compared to the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

RECRUITMENT

The recruitment process is formalized in a procedure and involves a close collaboration between the HR function and the business lines. The first selection filter is the matching of the competencies owned by the candidate and detected through the analysis of the CV with the skills required by the job profile and job description. The first interview is carried out by HR and covers motivational and cross-functional aspects; the combination of the assessment of these aspects and the suitability of the CV determines the transition to the technical interview.

Most selections are made on specialised technical profiles, particularly focused on mechanical, electrical and functional disciplines applied to components, packages and plants.

The complexity of the required technical profiles strongly influences the selection process, which ensures rigorous technical assessments through in-depth interviews and leads to a significant reduction in the shortlist of candidates.

Interview assessments are saved and stored on a dedicated platform and managed in accordance with privacy regulations, ensuring that the process is properly tracked. Particular attention is given to providing all the interviewed candidates with an explicit, motivated response within a reasonable amount of time.

The selection process is guaranteed by the Parent Company and is uniform for all forms of insertion (recruitment, temporary work and traineeships) and for the three Companies.

Candidates frequently come from Liguria and Piemonte and the distribution of gender is influenced by the presence of fewer women among graduates in scientific technical matters.

The Group is a reference in its territory in terms of competence, professionalism and job stability and this represents an important element of employer branding ensuring attractiveness for even the most complex profiles.

During 2022, selection focused on the management of turnover and on the strengthening of key technical skills for the business and cross to the Group's activities.

In 2022, compared to previous years, the turnover rate rises, but the overall recruitment rate is equally significant, also as a result of the stabilization and incorporation of previously outsourced activities, confirming the Group's attention to pursuing the greatest possible continuity in professional relations.

Hires*[28]	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
< 30	34	3	**37**	20	0	**20**	44	7	**51**
hires rate	57.6%	33.3%	**54.4%**	27.0%	0.0%	**24.4%**	57.1%	140.0%	**62.2%**
30-50	83	2	**85**	61	14	**75**	158	19	**177**
hires rate	5.5%	0.8%	**4.9%**	4.0%	6.0%	**4.3%**	10.6%	8.2%	**10.2%**
>50	12	2	**14**	14	0	**14**	55	3	**58**
hires rate	2.2%	2.0%	**2.1%**	3.0%	0.0%	**2.6%**	11.6%	4.1%	**10.6%**
TOTAL	**129**	**7**	**136**	**95**	**14**	**109**	**257**	**29**	**286**
hires rate	**6.1%**	**2.0%**	**5.5%**	**4.6%**	**4.5%**	**4.6%**	**12.5%**	**9.4%**	**12.1%**

Turnover*[29]	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
< 30	2	0	**2**	2	1	**3**	4	1	**5**
turnover rate	3.4%	0.0%	**2.9%**	2.7%	12.5%	**3.7%**	5.2%	20.0%	**6.1%**
30-50	29	9	**38**	40	5	**45**	93	16	**109**
turnover rate	1.9%	3.7%	**2.2%**	2.7%	2.2%	**2.6%**	6.2%	6.9%	**6.3%**
>50	156	37	**193**	53	11	**64**	69	9	**78**
turnover rate	28.0%	37.8%	**29.4%**	11.3%	15.3%	**11.9%**	14.5%	12.3%	**14.2%**
TOTAL	**187**	**46**	**233**	**95**	**17**	**112**	**166**	**26**	**192**
turnover rate	**8.8%**	**13.2%**	**9.5%**	**4.6%**	**5.4%**	**4.7%**	**8.1%**	**8.4%**	**8.1%**

**The rates of hires and turnover are calculated as the ratio of n. employees hired and leave the organization in the year and n. employees in that age group at the beginning of the year.*

28 Following an improvement in the reporting process, the 2020 and 2021 hiring data were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

29 Following an improvement in the reporting process, the data for 2020 and 2021 relating to the discontinuations were restated compared to the data published in the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

TRAINING ACTIVITIES

Staff training is a distinctive feature of Ansaldo Energia and its attention to people not only for aspects relating to legislation and safety in the workplace, toward which there has always been a great commitment, but also for the more purely technical themes or for the development of soft skills, essential enablers of correct and aware management style.

The provision of training courses to its employees is accompanied by a constant dialogue with the social parts carried out with a specific Training Commission which meets periodically for a sharing and continuous exchange of incentives and information; the commission also assesses the trade union agreements required using the Interprofessional Funds or, sometimes, by dedicated public funds.

In December 2022 Ansaldo Energia S.p.A., Ansaldo Nucleare S.p.A. and Ansaldo Green Tech S.p.A. prepared a training plan in response to the second public announcement Fondo Nuove Competenze, issued by ANPAL (Agenzia Nazionale Politiche Attive del Lavoro).

The new project presented on the 4th January 2023 is ideally in continuity with the ' trAENing'' project carried out from the beginning of April 2021 to September 2021, but with some specific features linked both to the two strands of the call for proposals (ecological transition and digital transition) and to the target population of the initiative.

Ansaldo Energia, in fact, within the framework of the industrial plan constantly aimed at strengthening its competitive structure, has decided to involve in the project presented for the second notice also Executives of all three companies and Blue Collars.

The training plan, launched at the beginning of June 2023, therefore provides for the involvement of workers belonging to all categories, in a program dedicated to the enhancement of skills to support the digital and ecological transition through the continuation and acceleration of the path of growth of the culture of sustainability and digital knowledge necessary to face the evolution of the market within the Power Generation.

The training will be aimed at all the company functions with a focus dedicated to the production context through a program focused on the introduction of digital systems in the factory, and the roles most affected by the energy transition that will follow a technical-specialist path.

Training modules have been launched during the course of this report on the themes of the Ecological and Digital Transition, Digital Identity, Cyber Security and Business Continuity and modules on the Culture of Sustainability, including Organization and Product Carbon Footprint themes, Waste Management, Food Waste and Energy Management.

Below are the summary tables for the training provided.

Training hours[30]	2020			
	Men	Women	Total	Average Hours Category
Executives	184	79	263	**5.5**
Middle Managers	2,055	615	2,670	**10.3**
White Collars	8,812	2,094	10,906	**8.8**
Blue Collars	3,850	12	3,862	**4.8**
AVERAGE HOURS BY GENDER	**7.3**	**9.0**	**7.5**	

Training hours[30]	2021			
	Men	Women	Total	Average Hours Category
Executives	457	147	604	**12.9**
Middle Managers	19,763	6,498	26,261	**105.0**
White Collars	82,284	23,998	106,282	**86.3**
Blue Collars	3,636	44	3,680	**4.4**
AVERAGE HOURS BY GENDER	**51.8**	**99.0**	**58.0**	

Training hours[30]	2022			
	Men	Women	Total	Average Hours Category
Executives	342	68	410	**8.9**
Middle Managers	2,932	1,310	4,242	**18.1**
White Collars	18,608	3,427	22,035	**17.6**
Blue Collars	7,051	57	7,108	**7.8**
AVERAGE HOURS BY GENDER	**13.6**	**15.6**	**13.8**	

30 Following an improvement in the reporting process, the 2020 and 2021 training hours data were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Training hours per type[31]	2020			
	Men	Women	Total	% Of hours per type
Informatics*	1,144	433	1,577	**9.0%**
Health and safety	8,025	793	8,818	**50.4%**
Technical specialist	4,269	864	5,133	**29.3%**
Managerial	1,177	289	1,466	**8.4%**
Linguistics	284	220	504	**2.9%**
TOTAL	**14,899**	**2,599**	**17,498**	**100.0%**

Training hours per type[31]	2021			
	Men	Women	Total	% Of hours per type
"traAEning" project*	89,653	27,544	117,197	**85.7%**
Informatics*	80	0	80	**0.1%**
Health and safety	11,178	1,839	13,017	**9.5%**
Technical specialist	3,669	697	4,366	**3.2%**
Managerial	1,176	295	1,471	**1.1%**
Linguistics	384	312	696	**0.5%**
TOTAL	**106,140**	**30,687**	**136,827**	**100.0%**

**For the year 2021, the "Informatic" typology was delivered, net of specific needs, through the "trAENing" project within the first ANPAL FNC (NEW SKILLS FUND) notice: 106,525 the AEN hours and 10,672 hours were reported for ANN*

Training hours per type[31]	2022			
	Men	Women	Total	% Of hours per type
Informatics*	587	92	679	**2.0%**
Health and safety	12,943	1,405	14,348	**42.5%**
Technical specialist	6,792	1,272	8,064	**23.9%**
Managerial	3,425	979	4,404	**13.0%**
Linguistics	5,154	1,146	6,300	**18.6%**
TOTAL	**28,901**	**4,894**	**33,795**	**100.0%**

31 Following an improvement in the reporting process, 2020 and 2021 training hours per category have been restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

SKILLS DEVELOPMENT

Ansaldo Energia has been using direct assessment and development tools (Development and Assessment Centers, individual and group) for twenty years with the use of external assessors sometimes supported by internal assessors, thanks to the availability, within its HR staff, of consolidated transversal professional skills.

In this regard, the evidence that emerged from the initiatives activated over the years has also been in support of the processes of promotion in terms of career (typically from white collar to middle manager or from middle manager to executive), but it is in the development of soft skills that can be found the distinctive element of the HR team style at Ansaldo Energia. The diagnoses resulting from these initiatives, in fact, together with the individual development plans that each participant has the opportunity to draw up, are discussed with the HR Development Manager who defines together with the concerned person the best way to implement the plan. Among the possible options, in addition to traditional training paths, there are also experiential group initiatives (development labs).

Job System

In recent years Ansaldo Energia has increased the level of transparency toward its employees with the definition of the Group Job System, a tool for the human resources management structured to favor the development of people and to promote the growth of skills over time.

The Job System provides people with a clear picture and identity with respect to the role, skills and belonging to a professional family, beyond the geographical location, with respect to the needs of the organization and in coherence with the national and corporate contractual framework.

All white collars and middle managers are matched to a single Macro role, which defines their professional figure in the Group and shows the required skills profile.

People are also matched with a work Level, which describes the level required in terms of autonomy, decision making and managed complexity.

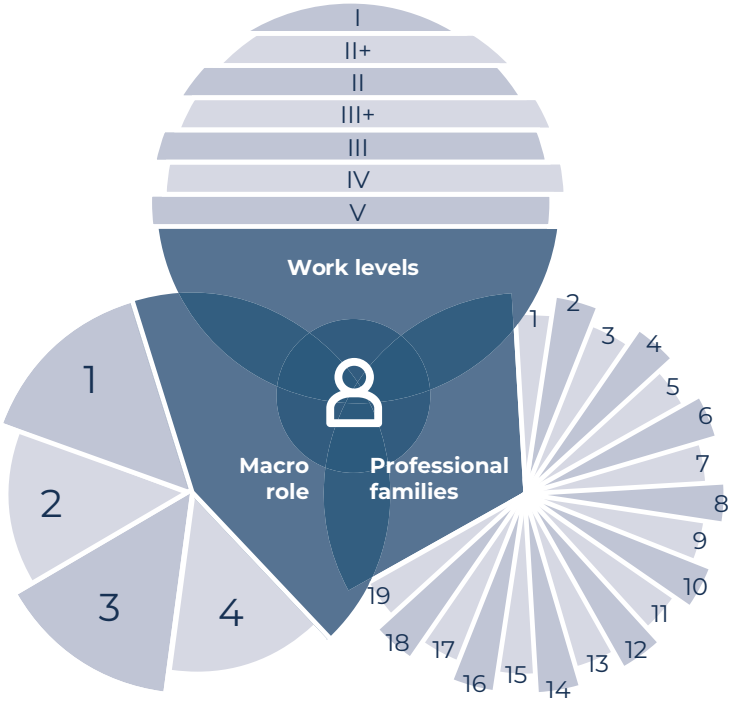
The Macro role match is updated whenever the person changes roles. A positioning check against the work Level is planned cyclically, in order to follow the growth and development of people over time.

On the same role the WL can therefore grow, but, in the case of a change of role, being bound to it (and not an individual evaluation), and can also decrease.

The goals and opportunities of the Job System can be summarised as follows:

- to allow people in different countries to refer to the same vocabulary, beyond the titles and definitions in use;
- to map the necessary technical and cross-cutting skills and to facilitate their development at a global level;
- to raise awareness of growth opportunities;
- to promote the pride of belonging to a wider professional community than its own organizational unit or company;
- to provide a clear map of the roles, responsibilities and competences in the Group, with a cross-sectional view of the organization, the different businesses and the products;
- to strengthen awareness of each person's responsibilities toward the Group.

The Job System is published entirely on the Intranet, where employees can find all the information about Professional families, Macro Roles, skills and work levels and provides for periodic reviews of the information.



During 2022, AEN internal mobility also led to movements of the WL, mainly increasing (n° 80) over a population of 1,232 people.

Performance Management

The performance management process has known different phases in the history of the company: processes oriented towards the achievement of macro business objectives that are found in systems of collective incentive (which still concern 100% of the population of blue collars, white collars and middle managers), in short incentive plans (involving 100% of executives and some middle managers in relevant positions) and in long incentive plans (currently involving a small % of the executives population) using specific tools, involving all or part of the company population and the harmonisation with the approaches used in subsidiaries in Italy or abroad.

The overall approach to performance management is not only focused on "what needs to be done, but also on "how" it is done. In fact, in addition to identifying the "performance focus" and communicating it to the staff member who can more easily pursue his results if supported by regular feedback, the manager will also evaluate the behavior at the end of the observation period.

The specific tool for middle managers and white collars specific tool, which was extended to executives in 2022, is accompanied by a manual that is reviewed annually and, if necessary, is aligned to new requirements and distributed to managers who can always rely on the HR team for the necessary support.

Internal mobility

Internal mobility allows vacant positions in the Group to be filled, and in most cases, a synthesis between the organizational needs of the individual structures and the demands for change and professional growth on the part of the resources themselves.

The technical capacities possessed by the resources and their potential for further growth are taken into account, drawing the information from the evaluation of the performances that the direct managers gave them, from the individual professional path - company and/or previous - and from the resources themselves who, over the years, have expressed a general desire for change to other organizational units or to more responsibility roles within their structure.

In particular, in 2022, following its launch in December 2021, a specific internal mobility campaign was conducted, managed according to the Job Posting Rules, for several open positions to hold the newly-formed Ansaldo Green Tech. To confirm the attention given to the exploitation of the Group's internal competences, the transitions have allowed to obtain a greater synergy and organizational efficiency.

The areas most affected by this process were engineering, confirming those that we can define as virtuous paths of "fertilization" between adjacent structures, consolidated over the years.

Below is the mobility summary table for 2022, showing the steps in which the change of position predicted growth and, among them, those involving women.

Mobility type	No. By type	Of which by job posting	Detail changes position with growth in organizational weight	Of which women
Intragroup	52	19		
Internal passages Ansaldo Energia (between different entities)	140	1	57	**9**
Internal passages Ansaldo Nucleare (between different entities)	4		3	
TOTALS	**196**	**20**	**60**	**9**

With a view to strengthening the Group's key competences overall, however, in view of the challenges it faces in the various sectors of its business, in some cases, in particular for Ansaldo Nucleare and in spite of the contingent situation, the choice was to go to the market and hire outsiders even where further efficiencies could be sought through internal mobility.

EMPLOYEE WELL-BEING

The theme of Welfare plays and always played an important role in Ansaldo Energia even in times when the focus on employees' "private work-life balance" was not as important as it is today.

Ansaldo Energia is in fact one of the two founding companies of an historical Centro Sociale Interaziendale (A.C.S.I.) born in Genoa in 1927 as "Dopolavoro" with the aim of contributing to the dissemination of mass Sport and Tourism.

Over the years, adapting itself to social changes, the A.C.S.I. has expanded its activities by offering a wide range of services and conventions for the purchase of goods or services, in particular education and family, health, sport, as well as various services of ticketing, subscriptions and purchasing groups. Through these services, all Ansaldo Energia employees have always had the possibility to buy goods and/or services, making use of strong discounts or other facilities.

In the last two years, in collaboration with A.C.S.I., the company has also identified an internal area of the plant where to place suitable "refrigerated Locker" that allow all the staff to have delivered the food shopping carried out on-line near their office and the same agreement has been obtained for the positioning of a Locker dedicated to non-food online purchases within the company perimeter that employees can use.

The number of orders in 2022 increased by almost 50% for online purchases.

The company has consolidated the possibility of using Welfare services through the Web Portal through which each employee has the right of spending the credit earned annually choosing from the various services offered.

With the aim of favoring a greater usability of such services, the company has defined that each employee can request to convert, in whole or in part, the amount of the result bonus into welfare credit, which can be used in the services offered to the employee through the Portal.

In order to encourage this, the company decided to increase the amount to be converted by 10%.

ACSI members at 12.31.2022 were 1,684.

Mobility management services and measures for sustainability

Ansaldo Energia, in its role as an important industrial actor in the Ligurian area, intends to contribute to sustainability actions with eco-compatible Mobility Management plans from home to work.

To this end, a specific survey was carried out between 10/03/2022 and 11/11/2022, aimed at the detection of the habits and needs of the movement of workers, as well as their propensity to change toward more sustainable forms of mobility.

1,103 valid questionnaires were received, representing 39% of the target population, consisting of 2,852 employees of Ansaldo Energia, Ansaldo Nucleare and Ansaldo Green Tech and personnel operating within the company's perimeter in relation to contracts.

The fundamental characteristics of the home-work commute include first of all the municipality in which the employees involved in the investigation are domiciled: in 70% of cases the domicile falls within the municipality of Genoa, followed by other neighboring municipalities (mainly Savona, Varazze, Arenzano, Rapallo and Municipalities of the hinterland).

The prevailing modal choice for moving home and work was private cars, used by 54%, followed by motorcycles (31%) and public transport (10%).

Carpooling represents 8% of the 54% car-use, while the use of the company shuttle and bicycle is both 2%. Finally, only 1% of employees go to work on foot.

Among the main reasons (each could express more than one) indicated by car users for their choice, first and foremost was autonomy (64%), followed by the competitiveness of travel time (61%), the lower stress connected to the use of private car (36%) and the greater comfort (31%). Other relevant factors emerged such as the inadequacy of the current public transport service (28%) and the needs related to employees' extra-work activities (15%).

By restricting the analysis to the users of the car and the motorcycle, it emerges a high availability to the use of public transport (67%) and to the use of the company shuttle (54%), while the availability to the use of the bicycle and the scooter (42%) is lower; the other ways: sharing and car pooling, respectively, amounted to 37% and 26%.

Following the analysis, initiatives to facilitate the use of public transport,

especially in collaboration with the Municipal Administration, and to increase the measures and services already in place and reported below, are being studied with the coordination of the Mobility Manager.

The goal is to contribute to the reduction of emissions through better management of the staff and employee's mobility on the metropolitan city of Genoa and its areas close to Levante, Ponente and hinterland.

Corporate shuttle

Since 2022 a daily service has been restored for employees of Ansaldo Energia, Ansaldo Nucleare and Ansaldo Green Tech with circular shuttles to/from Genoa Sampierdarena railway station, which is just over 2 km away and is available in the entrance/exit time of the "normalist" and "shift" staff. The above-mentioned shuttle has a capacity of 20 seats and the highlighted section determines a distance of about 47,000 km total in a year.

Incentives/discounts for urban public transport

ACSI (Ansaldo Centro Sociale Interaziendale) has entered into an agreement that allows all employees to purchase an annual subscription at a reduced price for travel on urban public transport and has also agreed with the Company to facilitate the employee by proposing payment in installments in payroll.

Corporate carpooling

Since January 2018, a carpooling platform/app "JoJob" was introduced for all employees, allowing the sharing of home-work routes. Employees are periodically involved in incentive campaigns with which service users are rewarded through fuel vouchers or online shopping vouchers.

Corporate facilities

At the Ansaldo Energia headquarters there is a company parking area reserved for employees with 1,112 parking spaces for cars, 364 parking spaces for motorcycles and a storage room of 60 parking spaces for bicycles and scooters.

The Company, also following the investigation, is evaluating the construction of parking areas for bicycles with new racks and the setting up of additional internal spaces for the shelter and recharging of scooters.

In fact, 4 charging stations (2 multi-socket columns) for electric vehicles are already present within the perimeter of the premises of Via Nicola Lorenzi 8, to date in free use for employees.

Smart working

The use of smart working in Ansaldo Energia, introduced in 2018 in an experimental way and subsequently extended and regulated also in occasion of emergency situations such as the collapse of the Morandi Bridge and the Covid pandemic, has experienced its progressive consolidation also through specific trade union agreements.

It remains a fundamental element of the company's offer for the balancing of private life and work, in particular to favor family management and the reduction of travel for those who do not live near the place of work.

Smart working[32]	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Number of employees who worked in smart working*	1,074	316	**1,390**	930	307	**1,237**	890	308	**1,198**
Total Days worked in smart working	90,688	30,879	**121,567**	46,537	17,978	**64,515**	37,560	15,334	**52,894**
% of days in smart working on total working days	36%	42%	**37%**	21%	25%	**22%**	18%	21%	**19%**

Equal opportunities and gender equality

Ansaldo Energia is committed to removing all forms of discriminatory obstacles from the participation of individuals in the world of work. It wants to achieve a condition of substantial equality to ensure equal treatment for all persons and to prevent discrimination based on gender, age, sexual preferences, ethnicity, disability, religious and political orientation. In particular, the company adopts policies to combat the unequal treatment of men and women, with particular reference to occupational and pay discrimination.

The policies adopted to apply the principle of equal opportunities mainly focus on banning and eliminating all discriminatory components in terms of access to work, pay and professional level. Staff management is therefore inspired by principles of fairness and impartiality, avoiding favoritism or discrimination, in respect for the worker's professionalism and skills.

32 Following an improvement in the reporting process, the 2020 and 2021 smart working data were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Basic salary ratio* women/men by category[33]	2020		2021		2022		
	AEN Ratio W/M	ANN Ratio W/M	AEN Ratio W/M	ANN Ratio W/M	AEN Ratio W/M	ANN Ratio W/M	AGT Ratio W/M
Executives	1.05	-	0.96	-	0.98	-	-
Middle Managers	0.92	0.91	0.92	0.94	0.92	0.97	0.80
White Collars	1.01	0.93	1	0.95	0.99	0.95	0.96
Blue Collars	0.98	-	0.89	-	0.91	-	-

**Minimum fixed amount paid to an employee for the performance of the duties assigned to him excluding any additional remuneration such as, for example, payment of overtime or bonuses.*

Remuneration* ratio for women/men by category[34]	2020		2021		2022		
	AEN Ratio W/M	ANN Ratio W/M	AEN Ratio W/M	ANN Ratio W/M	AEN Ratio W/M	ANN Ratio W/M	AGT Ratio W/M
Executives	1.05	-	1.06	-	1.05	-	-
Middle Managers	0.90	0.91	0.90	0.93	0.90	0.96	0.81
White Collars	0.96	0.92	0.94	0.94	0.94	0.93	0.97
Blue Collars	0.63	-	0.84	-	0.83	-	-

**Base salary plus additional amounts paid to a employee that may include those based on years of service, bonuses, benefits, overtime and any additional benefits.*

Annual compensation ratio*[35]	2020		2021		2022		
	AEN ratio	ANN ratio	AEN ratio	ANN ratio	AEN ratio	ANN ratio	AGT ratio
Compensation ratio	9.50	2.96	13.26	2.76	13.55	4.95	5.28
Ratio of percentage changes in wages	n.a	-	n.a	-	n.a	89.02	n.a

**Ratio of the total annual salary for the organization's most paid individual to the total annual median salary for all employees (excluding the most paid individual)*

33 There are no female executives and blue collars in Ansaldo Nucleare (ANN) and Ansaldo Green Tech (AGT)
34 There are no female executives and blue collars in Ansaldo Nucleare (ANN) and Ansaldo Green Tech (AGT)
35 All employees as at 12/31 reported in the 2-7. Total remuneration includes gross annual salary (RAL) and variable components. The information in point b of indicator GRI 2-21 is not applicable to Ansaldo Energia S.p.A., since a 2,2% decrease in maximum remuneration is observed between 2021 and 2022 due to the change of the person receiving the maximum remuneration. Moreover, the same information does not apply to Ansaldo Green Tech S.p.A. for the absence of a comparative year, as a company set up in June 2021.

Among the measures aimed at overcoming adverse conditions for gender equality in the workplace, those applied by Ansaldo Energia relate to flexibility in working hours and permits to reconcile family and working life, as well as maternity and parental leave protections.

The table below shows that 100% of those who have taken parental leave have returned to work and are still employed 12 months after their return.

Parental leave[36]	2020		2021		2022	
	Men	Women	Men	Women	Men	Women
Number of employees entitled to parental leave	261	75	400	102	535	116
Number of employees who have taken parental leave	140	64	97	56	121	61
Total number of employees who returned to work after parental leave	140	64	97	56	121	61
Number of employees returned to work at the end of parental leave and still employed twelve months after return	136	62	94	55	116	60
Return to work rate *	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**
Retention rate **	**97%**	**97%**	**97%**	**98%**	**96%**	**98%**

** Total number of employees who actually returned to work after parental leave/Total number of employees who would have to return to work after having taken parental leave X 100*

*** Total number of employees still employed 12 months after return to work at the end of parental leave/Total number of employees returned to work after parental leave in the previous reporting period(s) X 100*

Dialog with the trade unions

Dialog with the trade unions in Ansaldo Energia has always been a key element in facilitating both the sharing of the business objectives and the ways to be implemented to achieve them with actions toward the company organization and toward the resources operating in the company.

Through dialog with the trade unions, Ansaldo Energia has also always sought to enhance human capital, a key element for the production and the necessary technological innovation of an important sector of Italian industry. Historically representative of the dialog with the trade unions, important second-level agreements that have allowed the introduction of collective management systems and the change in the corporate structure of the Ansaldo Energia Group in view of the business needs.

36 Following an improvement in the reporting process, the 2020 and 2021 parental leave data were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

During the last two years, also following the consequences of the health emergency and the international crisis following the Russian-Ukrainian conflict, the company has found itself to have taken further action aimed at reducing the costs of structure and facing the consequences of the market contraction.

The official trade union meetings took place almost weekly for a total of about 50 meetings during 2022.

Communication activities

At a time when communication flows are ubiquitous and pervasive, Ansaldo Energia has active different communication tools, no longer labile between external and internal, and a social media policy that suggests employees the proper use and behavior to hold in social media.

The data of the followers is obviously dynamic and is also significant that of the interactions, below are reported followers and impressions of the three main social instruments (LinkedIn, Facebook and Instagram) as of 12/31/2022 and, for the followers, the evidence of the increase compared to 2021.

2022 followers overview

January - December 2022

+12,859
followers
in 2022

+16.5%
from December 2021

3,884,326
impressions
in 2022

+385
followers
in 2022

+27.1%
from December 2021

213,214
impressions
in 2022

+718
followers
in 2022

+11.8%
from December 2021

643,196
impressions
in 2022

HEALTH AND SAFETY AT WORK

Safeguarding workers' health and safety – including prevention and protection against infections – is a fundamental principle of Ansaldo Energia's social responsibility.

In all its activities, the Group carries out ethical and socially responsible behaviors, monitoring and safeguarding the health and safety of its stakeholders: employees, customers, suppliers, investors, communities.

In this context, the Company's System of Environmental, Health and Safety Management and infection Prevention and Control, integrated in the business model according to ISO 14001 and ISO 45001 standards and in line with the requirements of Biosafety Trust Certification owned by Ansaldo Energia S.p.A., it commits the company to the adoption of more and more advanced technologies and processes.

For many years Ansaldo Energia has been committed to creating a strong culture of safety involving all its employees and all its suppliers, through continuous improvement programs.

Each of them, depending on their role and responsibilities, undertakes to:

- comply with the legal requirements and regulations adopted by the Organization;
- respect the Organization, Management and Control Model, the Code of Ethics, the Ansaldo Energia Code of Conduct and its procedural system;
- eliminate or minimize the risks of accidents and occupational diseases, ensuring safe and healthy workplaces;
- constantly improving the investigation process of accidents, near miss and any other risk behavior in order to eliminate the causes and prevent recurrence;
- ensure that contractors comply with the requirements of health and safety management systems;
- work closely with customers to develop power plants, gas turbines, steam turbines and generators that are design-safe and have a low environmental impact;
- continuously train and inform all staff and consult and involve all interested parties, starting from the workers themselves and their representatives;
- establish and monitor measurable health and safety improvement targets also to prevent and control infections within the Group;
- maintain alignment between business objectives and health and safety objectives through the adoption of innovative technologies.

Ansaldo Energia has a solid process for the identification and assessment of risks to Health and Safety, at all organizational levels and in all business activities, to ensure that risks to people, equipment and assets are properly evaluated and monitored in order to maintain them within acceptable levels.

The riskiest work activities are those carried out in confined spaces, working at height and handling activities.

The system of risk assessment and management adopted in fact requires a permanent and careful control and a continuous updating in order to guarantee its compliance with the legislative evolutions and the processes of the company. For this reason, the individual risk assessments are updated annually and/or every six months.

The experience of Toolbox talks continues regarding the rules and practices to be respected within the workplace, activities that have had relevance and specific sessions during the pandemic emergency, as well as issues of first-access Safety Induction (part Safety, Environment and Emergency Standards).

Job Safety Analysis, i.e. the risk assessment carried out directly at the workplace, usually before potentially dangerous operations are done, is integrated into the processes, defining concrete measures for risk mitigation.

The programming of “Safety walk”, an initiative aimed at increasing safety awareness of all workers, in addition to those involved in the factory and on external sites, has the goal of regularly detecting possible criticalities or improvement reports in the areas concerned.

Following major events such as the accident in February 2023 at the Genoa plant and a previous accident at a construction site in January 2022, in addition to the prevention tools in place root cause analysis is then carried out in order to examine what has happened, searching for the causes with the aim of identifying possible improvement actions, also useful to reduce the level of residual risk present in the individual processes.

The following tables show the data for the last three years concerning accidents and occupational diseases.

Injuries*[37]	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
No. fatalities as a result of work-related injuries	0	0	0	0	0	0	0	0	0
No. recordable work-related injuries	25	0	25	41	0	41	28	0	28
No. high-consequence work-related injuries*	0	0	0	0	0	0	0	0	0
Total hours worked**	2,144,939	503,208	2,648,147	2,600,669	523,628	3,124,297	2,723,628	517,598	3,241,226
No. days lost due to injuries	568	0	568	731	0	731	420	0	420
Rate of high-consequence work-related injuries	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Rate of recordable work-related injuries	**11.66**	**0.00**	**9.44**	**15.77**	**0.00**	**13.12**	**10.28**	**0.00**	**8.64**

**Employees' perimeter of the Headquarters*

***leading to a death or damage from which the worker cannot recover, does not recover, or it is unrealistic to expect that he will recover completely and return to the state of health prior to the accident within 6 months.*

The 28 injuries recorded in 2022 are divided into the following types: 14 contusions, 8 wounds and 6 distortions/dislocations.

Work-related ill health	2020			2021			2022		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	0	0	**0**	0	0	**0**	0	0	**0**
Middle Managers	0	0	**0**	0	0	**0**	0	0	**0**
White Collars	0	0	**0**	0	0	**0**	0	0	**0**
Blue Collars	2	0	**2**	3	0	**3**	2	0	**2**
Rate of recordable work-related ill health (no. cases/ per million hours worked)[39]	**0.93**	**0.00**	**0.76**	**1.15**	**0.00**	**0.96**	**0.73**	**0.00**	**0.62**

37 Following an improvement in the reporting process, data for 2020 and 2021 relating to the number of accidents at work by gender and the rates of frequency and severity of accidents have been restated from the previous Sustainability Report. The indicators "rate of accidents at work with serious consequences" and "rate of accidents at work adjustable" calculated on the basis of 1 million hours worked were adopted. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

38 For the sake of completeness of the information, 4 accidents occurred in the construction sites in 2022, with a prognosis of over 3 days and a total of 145 working days lost

39 Following an improvement in the reporting process, the 2020 and 2021 occupational disease rate data were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Near miss

Ansaldo Energia is committed to continuously improving the investigation processes of accidents, near miss (non-accident, non-injury) and any unsafe behavior, in order to eliminate the causes and avoid the possible recurrence of such events.

The purpose of the analysis and treatment of near-miss is precisely to identify whether the measures envisaged and implemented following the risk assessment are adequate and effective and can prevent recurrence of adverse events.

Ansaldo Energia, through a no *blame* policy supported by a prevention approach, has established a climate of mutual trust and cooperation in order to be able to expose as much as possible and analyze the near-misses.

The following table shows the trend of the near miss recorded in the last three years that underline the effort aimed at bringing out and recording such events.

Near miss[40]	2020	2021	2022
Totals factory near miss	26	29	26
Totals constructions sites near miss	7	14	17

Besides near miss Ansaldo Energia has identified in EHS observations a valid indicator, a tool with which daily observations reported by the main players of the management system of environmental and safety issues, such as workers, managers and RLS (Safety Workers Representative), are identified, analyzed, resolved and recorded. The 2022 figure also demonstrates the growing corporate attention to the use of this important behavioral-focused prevention tool.

EHS Observations	2020	2021	2022
Total EHS Observations*	296	759	1.594

**Headquarters perimeter*

40 Following an improvement in the reporting process, 2020 and 2021 data on near-miss factory and near-miss site were restated compared to the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Contractors safety

Ansaldo Energia has a procedure that defines how to monitor and assess the performance of contractors and outsourcers to comply with the requirements of management systems, to ensure the safety and health of workers and to respect the environment, while carrying out the activities assigned to them.

The table shows the accidents and frequency and severity indices recorded over the last three years.

Contractors injuries	2020			2021			2022		
	Men[41]	Women	Total	Men	Women	Total	Men	Women	Total
No. fatalities as a result of work-related injuries	0	0	0	0	0	0	0	0	0
No. recordable work-related injuries	12	4	16	9	3	12	8	0	8
No. high-consequence work-related injuries*	0	0	0	0	0	0	0	0	0
Total hours worked**	404,621	163,200	567,821	377,392	153,600	530,992	288,265	138,240	376,347
No. days lost due to injuries	268	72	340	50	51	101	71	0	71
Rate of high-consequence work-related injuries	0	0	0	0	0	0	0	0	0
Rate of recordable work-related injuries	**29.66**	**24.51**	**28.18**	**23.85**	**19.53**	**22.60**	**27.75**	**0.00**	**21.26**

**leading to a death or damage from which the worker cannot recover, does not recover, or it is unrealistic to expect him to recover completely back to the state of health prior to the accident within 6 months*

***Perimeter Headquarters*

41 Following an improvement in the reporting process, the 2020 and 2021 data on rates of injuries and injuries at work with serious consequences on the work of contractors and contractors were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

H&S training activities

Training is an integral element and reference for the growth of corporate culture. Constantly training and informing all personnel, consulting and involving all stakeholders, starting with their own workers and their representatives, is a continuous process involving the whole organization according to a process that leads to the improvement of skills and the enhancement of human capital.

In 2022, general and specific training courses were provided according to the workers' tasks and the risks to which they are exposed (crane operators, confined spaces, work at altitude, etc.). The table shows that the number of training hours developed in the three-year period, even despite the Covid-19 emergency, is always relevant.

H&S training activities[42]	2020	2021	2022
Number of participants	1,185	1,707	2,200
Hours delivered	8,710	13,017	14,348

Within the Ansaldo Energia perimeter, as planned for 2022, the AED (Semi-automatic Defibrillator) has been installed, which have the inherent ability to automatically detect whether it is necessary to act, to shock a patient with cardiac arrest or ventricular fibrillation.

The use of the AED is allowed not only to the medical staff but also to the non-health personnel. In this sense, in 2022 the Company specifically formed, to date, 23 appropriate handling personnel for emergency medical situations such as cardiac arrest.

Health surveillance

Regarding emergencies and in particular to first aid, Ansaldo Energia has chosen to have an internal nursing facility where professional health nurses, present from Monday to Saturday with continuous hours, assisted by two occupational doctors, provide services (Competent Doctor Coordinator and Competent Doctor for Construction sites), a licensed doctor and medical specialists such as the Eye and ENT. In addition, the competent company doctor and the authorized doctor regularly perform site visits.

42 Following an improvement in the reporting process, data for 2020 and 2021 relating to the number of participants and training hours provided by H&S were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

The service is guaranteed and free for all third-party companies operating in the headquarters of Genoa. Below is the activity summary table.

Activity	2020	2021	2022
First medications	227	252	168
Nursing consultations	883	931	1.228
Medical consultations	325	218	215
Indispositions detected	257	452	593
Eye examinations / consultations[43]	109	130	220
ENT examinations / consultations	101	160	180

In relation to the SARS-COV-2 health emergency, the Company, through the company infirmary, has organized and arranged, inside the perimeter, a vaccine HUB, the Covid 19 vaccine administration service, in addition to the flu vaccine.

This availability has also been extended to third-party companies that collaborate assiduously on the Genoa site.

Audits and certifications

In 2021, the maintenance audit of the occupational safety certification was carried out with reference to the new ISO 45001 scheme, from which no non-conformity emerged and the Biosafety Trust certification was maintained according to the new RINA standard, valid until June 2023.

Biosafety Trust certification values a set of best practices to minimize the risk of outbreaks in public and private aggregation locations. This scheme, based on the systemic approach of the ISO standards on management systems, also has a particular focus on the analysis of the behavior of the Organizational behavior Management (OBM), the discipline based on scientific laws that explain human behavior and allow its prediction and control.

43 Following an improvement in the reporting process, the 2020 and 2021 data on ophthalmological visits/ consultations were restated from the previous Sustainability Report. For the previously published data, please refer to the Sustainability Report 2021, published on the website www.ansaldoenergiasustainability.com

Projects

In 2022, the activities of **the "5+1S" project**, experimentally introduced in October 2017 and consolidated to about 80% over the years, continued with the launch of new initiatives in specific departments.

The "5+1S" method is the result of the integration of the 5S method with a series of instruments aimed at the continuous improvement of safety in the workplace; with the introduction of a sixth pillar focused on safety, lean production methodology is enriched by extending toward a Lean Safety perspective. The "5+1S" method has been jointly developed by Ansaldo Energia internal entities in order to coordinate their continuous improvement initiatives and maximize their impact in terms of factory safety.

The objective was to introduce operating methodologies in a systematic way and to induce an overall improvement, both in terms of awareness and participation of operators, and in terms of objective performance of factory safety KPIs, through a widespread action plan.

In the field of emergency management, includes **the re-examination of the company's toponomastic** with the introduction of new signs and posters able to inform the employee, the supplier and the visitor about their position in the company campus.

During the two semesters of the year the positioning work in the various aisles and workshops of the reference signs was completed.

In accordance with the requirements of the current legislation, periodic **exercises** were carried out to simulate some scenarios that could generate **evacuation from production areas** and offices. The results of these tests were positive, indicating the effective exchange of information also considering the further problems linked to the Covid-19 emergency.

During the tests, the emergency and evacuation workers in the various working areas (workshops and offices) and the staff of the infirmary were involved in simulations 'in white' on emergency scenarios (fire principle, illness, evacuation management) to make them increasingly aware of their role and their activities. These simulations have shown that the introduction of **the Emergency Card** first and the new company badge with the silk-screened emergency number, have helped to reduce the intervention and resolution times of the role play.

Compared to emergency management, as planned for 2022, 5 stations with **bucket stretchers** and recovery cranes have been installed for emergency management in confined and narrow spaces, in different workshop and warehouse departments (and recovery simulation activities are under way) and in the most sensitive areas of the workshop (welding, especially of the rotors)

the number **of fire-retardant sheets** for fire risk management have been implemented.

Always with a view to ensuring preventive action, Ansaldo Energia has carried out an evaluation **of the "heat wave"**, a meteorological risk due to the high temperatures of the summer season, which can create serious health problems due to inadequate cooling of the body or dehydration. It has therefore laid down procedures and instructions on behavior and mitigation actions to counter the negative effects of heat waves not only toward those at higher risk, but also for those who carry out intensive outdoor activities and in the construction sites.

VALUE CHAIN MANAGEMENT

The quality of the relationships between the people and the ethical and responsible action is at the base of the culture of Ansaldo Energia and the management of its value Chain, that is, that set of activities and processes that are intended to produce value for customers and for society.

CUSTOMER SATISFACTION

Ansaldo Energia identifies customer satisfaction and loyalty as a primary objective for achieving better competitiveness in the power generation market.

Customer Satisfaction plays a fundamental role and, starting from 2012, Ansaldo Energia S.p.A. has set up a Customer Satisfaction process and indicators to measure the satisfaction of its customers (external and internal) with the aim of identifying actions to improve the quality of its products and services.

The evolution of Customer Satisfaction has led to a structured process to collect the "Voice of the customer" (VOC), with features recognized by customers as an innovative element in the customer/partner relationship, applied in Italy and abroad.

The process guarantees an integrated survey of the entire value chain, from New Units projects to Service activities, with surveys dedicated to the evaluation of maintenance interventions or of entire LTSA contracts.

The analysis provides for specific questionnaires for the different types/phases of the contract, maintaining a single structure, with a summary part of general questions introducing nine sections called 'macro-factors':

- FEEDBACK ADEQUACY AND PROMPTNESS
- MANAGEMENT CAPABILITY
- INTEGRATED PLANT SUPPORT
- QUALITY OF EXECUTION - STAFF PERFORMANCE
- INNOVATION ATTITUDE
- OUTPUT QUALITY (MATERIALS/SERVICES/DOCUMENTATION)
- ENVIRONMENT, HEALTH&SAFETY
- MARKET PRESENCE
- FLEXIBILITY

The method includes self-assessment and comparison with customer assessment, both are conducted "one-to-one" and must consider both the level of satisfaction (Rating) and the priorities (ranking).

In-depth interviews are also conducted, either online or at operational sites.

As a result of the assessments, the process is to launch targeted improvement initiatives that involve all entities based on timely guidance from a single customer or recurring feedback.

Starting from the questionnaires of 2022, explicit questions concerning the theme of Sustainability were introduced in the general section and in the

macro-factor “market presence”, an opportunity to also deepen how well known the path undertaken by the Group. Above all, the Sustainability Report published on the website on the dedicated pages and the plan contained in it. This also allow to identify possible areas of improvement with respect to communication.

Customer training

The purpose of supplying some of the contracts, especially in the case of “turnkey”, but not only, includes training of the customer’s staff who will work or is working at the power plant.

The training is mainly aimed at operation and maintenance and sometimes also includes design and project management content.

The training activity can therefore include, in addition to theoretical lessons, on-site activities, with visits both to the plant and to the Ansaldo Energia plant, especially in the Workshops and in the Engineering and Service departments at the Headquarters in Genoa.

The courses are carried out by staff with great technical and didactic experience, preferably internal, and are addressed to external staff, loyal over the years, only when the workload or the contemporaneity of more training make it necessary.

The adoption of measures against the spread of Covid-19 led in 2021 to the use and experimentation of remote courses which, on some occasions, were also used in 2022, the year in which the customer-facing Learning activities took place more regularly than the previous two and the total number of training days delivered was 192.

70% of the training days took place in Italy and 30% abroad.

SUPPLY CHAIN

The supply chain of Ansaldo Energia S.p.A., and its Italian subsidiaries Ansaldo Nucleare S.p.A. and Ansaldo Green Tech S.p.A., is made up of more than 1,000 companies, which contribute daily to increasing the competitiveness of the business, guaranteeing the respect of the requirements of quality and safety of supplies, and by collaborating on the development of skills and technologies. Ansaldo Energia suppliers are key players in the process that sees the world's leading company in the production of rotating machines and in the construction and maintenance of power plants. Thanks to the durable relations, based on mutual trust and ten years of collaboration, Ansaldo Energia's suppliers have shared a common objective of sustainable development, also thanks to the adherence to the Code of Ethics and the Company's Code of Conduct. The importance of the relationship with the suppliers is even more marked by the fact that the main final product is characterized by a great level of customization, being designed to the specific needs of the individual customer. It follows the need to define procurement strategies during each single phase of business development, from the offer phase to the execution phase, through the constant involvement of strategic suppliers in the identification of high efficiency solutions.

Supplier selection and management

In the context of the digitization processes of the Supply Chain, started in the first years 2000 and joined the AENet 4.0 project in 2018, Ansaldo Energia has implemented for itself and for the main companies of its group the platform of selection and management of the suppliers "AE Vendor Hub", Accessible via the website at: (vendorhub.ansaldoenergia.com) to any supplier that wishes to join the list of Ansaldo Energia suppliers. This tool has enabled the development and management of the relationship with suppliers while ensuring the highest level of transparency and traceability of information

Commitments and requirements		
Portal registration	• Code of ethics and Code of conduct	• Privacy Policy
EHS Pre-requirement	• Compliance with labor and social welfare norms • Compliance with plant and site management regulations	• Compliance with environmental regulations (emissions, wastes, discharges) and with hazardous substances management (REACH) • Compliance with standards on regular EHS risk assessment processes
Qualification	• Select product classes and signature Non-disclosure Agreement • Economic-financial requirements • Technical-professional requirements	• EHS/ quality certification • No criminal judgments and no international black list entry • EHS qualification (contractor/outsourcer)
Allocation of supply		
Selection/ tender	• Verification of specific requirements for the tender	• Supply conditions and compliance with hazardous substances regulations (REACH)

Suppliers monitoring and management		
Management	• Monitoring activities (documentary and on-site audit for suppliers in Ansaldo Energia plant)	• Criticality management

Integrating SMEs into the value chain

Thanks to its deep and historical roots in the Italian industrial reality, Ansaldo Energia avails itself in its supply chain of the support of many small and medium-sized enterprises (SMEs) in the national territory, allowing these enterprises to access projects of wide scope and considerable technical and economic value. The SMEs that collaborate with Ansaldo Energia are characterized by a high level of specialization and know-how intrinsic in the product: suppliers of mechanical components, electrical and electronic systems, strategic suppliers for the machining of rotating machines.
In addition, thanks to the construction sites opened in Italy and abroad, Ansaldo Energia avails itself of the support of different local realities, as regards logistics, services, procurement and small supplies. The total amount ordered in 2022 was approximately 966 million euros (943 million euros in 2021).

The subdivisions by product class and geographical area of Ansaldo Energia S.p.A. and of the two subsidiaries Ansaldo Nucleare S.p.A. and Ansaldo Green Tech S.p.A. are given below.

Ansaldo Energia S.p.A.

% Value ordered by product class AEN	2020	2021	2022
Electrical components	8.1	7.3	4.7
Mechanical components	23.7	17.4	10.9
Rotating machine components	39.6	33.0	33.3
Procurement/ Transport/ Site Services	17.6	31.4	40.0
General services	11.0	10.9	11.1

% Value ordered by AEN region	2020	2021	2022
Italy	72.1	80.7	77.9
Europe	21.8	15.0	14.5
America	5.0	5.8	6.4
Asia	1.0	0.3	1.3
Africa	0.1	0.2	0.0

Ansaldo Nucleare S.p.A.

% Value ordered by category ANN	2020	2021	2022
Electrical components	2.1	19.8	5.6
Mechanical components	15.5	11.0	30.9
Rotating machine components	3.8	1.9	5.5
Procurement/ Transport/ Site Services	64.2	62.9	50.2
General services	14.5	4.3	7.8

% Value ordered by region AEN	2020	2021	2022
Italy	53.3	62.2	65.4
Europe	40.1	27.0	32.7
America	6.6	1.0	0.1
Asia	0.0	9.9	1.8
Africa	0.0	0.0	0.0

Ansaldo Green Tech S.p.A.

% Value ordered by AGT product class	2020	2021	2022
Electrical components	n.a.	n.a.	14.8
Mechanical components	n.a.	n.a.	3.9
Rotating machine components	n.a.	n.a.	0.7
Procurement/ Transport/ Site Services	n.a.	n.a.	17.9
General services	n.a.	n.a.	62.6

% Value ordered by AGT geographical area	2020	2021	2022
Italy	n.a.	n.a.	91.2
Europe	n.a.	n.a.	8.6
America	n.a.	n.a.	0.2
Asia	n.a.	n.a.	0.0
Africa	n.a.	n.a.	0.0

Regulatory adjustments, regulations and ESG criteria

In 2022 Ansaldo Energia, in view of the continuous and constant improvement of its processes and of the adaptation to national and international regulations, started in 2022 a specific project on its Supply Chain and it has been made obligatory the acceptance, by all the suppliers, of the new Code of Conduct.

In addition, during 2022, the issues relating to “Conflict Minerals” and the European Directive “Network Information Security - NIS” were incorporated into the standard supplier purchasing documentation and are expected to be published in 2023.

CSR and AE Vendor Hub platform

In order to carry out a more in-depth evaluation of the suppliers with regard to CSR issues, and within the framework of the project that Ansaldo Energia is carrying on its own Supply Chain, it is planned to further develop the suppliers platform.

These are the expected benefits:

- to integrate in a practical and systematic way the results of sustainability assessments into the procurement process, ensuring compliance of suppliers with international regulations by means of a third-party evaluator;
- to align the purchasing strategy with the company’s sustainability vision and the commitments made to the main customers;
- to define in a concrete way the opportunities for improvement of each supplier and to manage their plans for improvement;
- to monitor the most critical suppliers (by product class, by volume of activity), through *an on-site audit or self-checks* program.

In 2022, as foreseen in the Sustainability Plan, the categories of KPIs were defined and the start of supplier mapping is planned for 2023.

COMMUNITY

The communities to which Ansaldo Energia is addressed include not only the territory in which the company is located and operates, but also those ideally constituted by suppliers and customers and by the scientific and technological community.

In the conviction that synergies are the driving force of development, **Ansaldo Energia undertakes to establish relations of dialog, confrontation and collaboration** in the most appropriate forms, on themes of common interest.

UNIVERSITIES, RESEARCH BODIES AND PROJECTS

Ansaldo Energia has a long tradition with universities, in particular its relations with several engineering departments at the University of Genoa, where the headquarters are located, have been the reference point for the construction of further relations with other universities over the years.

The relations are governed by Conventions which, in the face of the identification of common interests, cover different fields of application, especially for the conduct of internships, for the drafting of thesis or postgraduate internships aimed also to enter into contact with future candidates for the insertion in the company.

The years of growth alternate with moments of decline, as happened in 2022 especially for traineeships aimed at potential insertion, but relations with universities have never lost importance. Those with some universities have been and continue to be not only a reference for attracting young graduates, but a cornerstone for the development of Ansaldo Energia Ansaldo Nucleare and Ansaldo Green Tech products. In this sense 2022 has seen, in addition to research grants, the co-financing of numerous research doctorates which insist on more years.

The number of traineeships completed in 2022 and the research and doctoral allowances, active or concluded in 2022, are shown in the table below:

Traineeships completed in 2022	
Research grants and doctorates	23
Non-curricular trainees	4
Curricular trainees (for training credits or thesists)	17
Total trainees	**44**

Among the fundamental relationships, besides the University of Genoa, with which the company is linked by “deep” collaborations, the Politecnico di Torino on important specialized aspects, should be mentioned. The Politecnico di Milano and the University of Florence for aerodynamics and secondary air and support for all aspects linked to the energy transition.

In 2022, collaborations were also started with the University of Munich (POLKA Project), the University of Rome, the University of Pisa and the University of Palermo.

The Conventions are therefore managed by providing, in addition to traineeships, the financing or co-financing of Doctorate and Research grants, the joint development of activities and testimonies or company documents by the Group staff.

A focus on some initiatives:

- Support for the higher School of the University OF Genoa IANUA-ISSUGE, since the date of its establishment, both in the selection and in the courses aimed at deserving students who can access integrated paths characterized by openness to comparison and cooperation with the world outside the University and with the economic fabric, cultural and institutional of the territory. In the last editions the theme proposed and managed by Ansaldo Energia and Ansaldo Green Tech has concerned sustainability and energy transition and in particular the modules managed by the company have articulated on two paths: students enrolled in the bachelor degree course and students enrolled in the master degree course
- The collaboration, especially through interventions at conferences by business experts, within STRATEGOS, the International Master degree of the University of Genoa in Engineering Technology for Strategy & Security, of which Ansaldo Energia has been a partner since the first phases, also participating in the definition of the study plan. STRATEGOS, one of the first courses in the world to address the new discipline of Strategic Engineering, prepares new engineers to master the combined use of simulation, modeling, data analysis, IA/AI (Intelligent Agents/Artificial Intelligence) to support strategic decision-making. This degree provides advanced skills in Industrial and Information Engineering, along with Mathematical Modeling, Human behavior Modeling, International Affairs and Economic Strategies, creating professionals who use modern technologies to provide quantitative data, dynamic and responsive to support decision makers and top managers in organizations.

Cooperation for the development of know-how, culture and scientific dissemination is also ensured through research bodies and specific projects, among others:

- The relationship with the Italian Institute of Technology (IIT), an excellence in the territory of Genoa, with which themes of robotics and machine learning are developed to service inspections and repair of gas turbine components, and those with CNR and CSM, together with others, with which the company collaborates mainly for the characterization of materials and to help address the research themes to be pursued where the industry has the greatest interests.

- The presence of Ansaldo Energia managers within the Board of Directors and the 'in kind' contribution of Ansaldo Energia Group staff to the activities of the Competence Center START 4.0, one of the eight national poles dealing with business orientation and training activities and support in the implementation of innovation projects, Industrial research and experimental development aimed at the implementation by target companies, in particular SMEs, of new products, processes or services (or their improvement) through advanced technologies in the industry sector 4.0.
- The "5th progress Meeting", hosted in September 2022 by Ansaldo Energia, of the POLKA project, funded by the European Commission under the Marie Skłodowska-Curie Actions program, in collaboration with the University of Genoa. 15 researchers and a dozen supervisors, coordinators and possible guests from different European countries of various nationalities were hosted.
- The presence of Ansaldo Nucleare among the members of SNETP (Sustainable Nuclear Energy – Technology Platform), the technological platform that deals with European research activities in the field of nuclear energy and decommissioning plants.
- Participation in the Spoke 3 (simulation, performance prediction and validation of energy storage systems) of the RAISE project (Robotics and AI for socio-economic empowerment) a Ligurian innovation ecosystem conceived by IIT, CNR and UNIGE, which brings together research teams from different research centers under common coordination and works with affiliated entities (companies, hospitals, other research centers).
- The partnership in Hydrogen JRP (JOINT RESEARCH PLATFORM) (Hydrogen section) which, as part of the projects of the Polytechnic Foundation of Milan, aims to promote innovative studies and research on clean hydrogen through the collaboration between universities and companies.

ADHAM (Ansaldo Digital Hirth Assessment by Measurement)

In 2021 the collaboration of Ansaldo Energia with the University of Genoa, Politecnico di Milano, Scientia Machinale (spin-off of the Scuola Normale di Pisa) and with a network of SMEs in the territory of Genoa, it led to the validation of the prototype of a mechatronics system that improves quality control in the production of turbine discs.

In fact, this machining requires a guaranteed coupling with very high quality standards and ADHAM has shown that it is possible to move from an analogue to a digital quality control process, reducing time by almost 80% and achieving surgical precision.

2022 was a year in which investments focused on areas other than control systems of production lines/refurbishment turbogas, the operation of the ADHAM system was postponed to 2024, continuing with PoliMI the collaboration on a subject of common interest. This evaluation considered both the technologically advanced aspects of digital quality control on complex surfaces and the effects of structural monitoring of components in their life cycle; aspects enabling the extension of life, and hence the minimization of waste, materials and energy needed to produce new components.

During spring 2022 the loan for use (from AEN to PoliMI) of part of the equipment used for the technological validation of the ADHAM prototype was formalized. This initiative has enabled PoliMI to maintain a presence on the developed technology and to safeguard the conditions for achieving the target of ADHAM's production use in 2024.

ACTIVITIES TO SUPPORT THE TERRITORY AND ASSOCIATIONS

Ansaldo Energia promotes or collaborates in initiatives of solidarity toward the territory, the communities or even people and families in the event of situations of difficulty created as a result of sudden events and undertakes to support projects that feed local activities focused on the care of vulnerable situations, on the protection of artistic and environmental heritage and on the spread of culture.

The Group companies are also members of numerous associations, at regional, national and international level active in their business, research and development, and in some associations members of management they also play managerial roles, helping to guide their choices and policies.

In addition, at events organized by these associations, the Group companies often play an active role.

In recent years, an important role in the themes and policies pursued by the various associations has been that of sustainability and ecological transition, with its repercussions in the various sectors. Here again Ansaldo Energia has brought its experience and contribution to the energy transition.

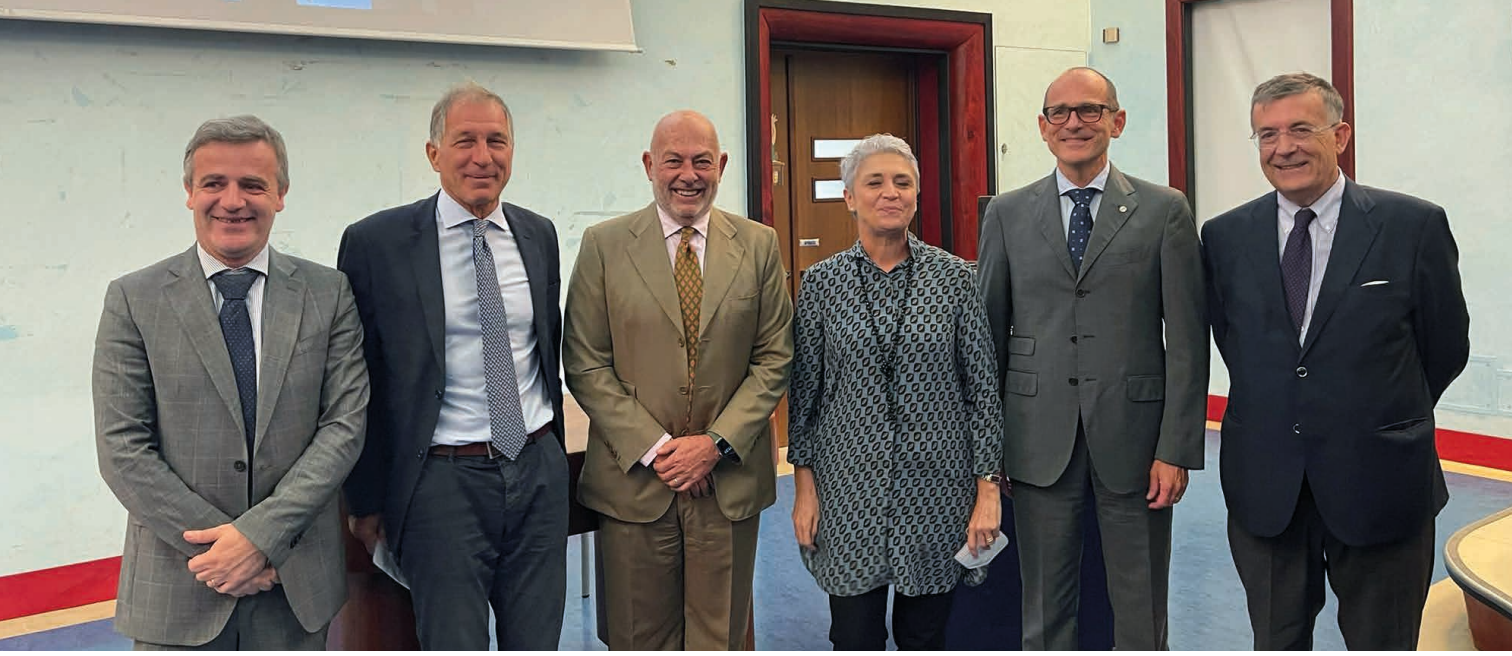
MUSIC FOR PEACE

During 2022, the collaboration with Music for Peace, a Genoese Onlus, was consolidated to support populations – and people in general – in difficulty. The company had already collaborated with this organization and Ansaldo Energia – already in 2021 – had decided to support a project aimed specifically at the young people of the city: the realization of a football pitch within the association area that could be a meeting point and a gathering point for the children of the district, especially those coming from the most disadvantaged groups that, in June 2022, was inaugurated and formally handed over to the organization and the citizenship.

Ansaldo Energia also collaborates with Music for Peace together with the company's RSUs for the days of food collection in the company. In 2022, a day of non-perishable food collection took place at a facility provided by the company, to which workers responded generously and enthusiastically.

GASLINI

In 2021, Ansaldo Energia, together with other important entrepreneurial realities active in the territory (Carige, IREN, RINA) decided to support the project to



renew the Aula Magna of the “Giannina Gaslini” pediatric hospital in Genoa. An important point where numerous initiatives take place, both of medical and scientific importance and of relief for small patients.

The renovation of the premises took place in the first half of 2022 and the area was inaugurated in autumn 2022.

BANCO ALIMENTARE

In 2012 Ansaldo Energia started a joint project with the Banco Alimentare (food bank) Onlus Foundation to recover food surpluses produced in canteens and send them to charity organizations. Cooked and fresh food not consumed by the company’s canteens is labeled and packaged to store them ready for collection by Food Bank volunteers, who take them to their destination as part of the Siticibo program.

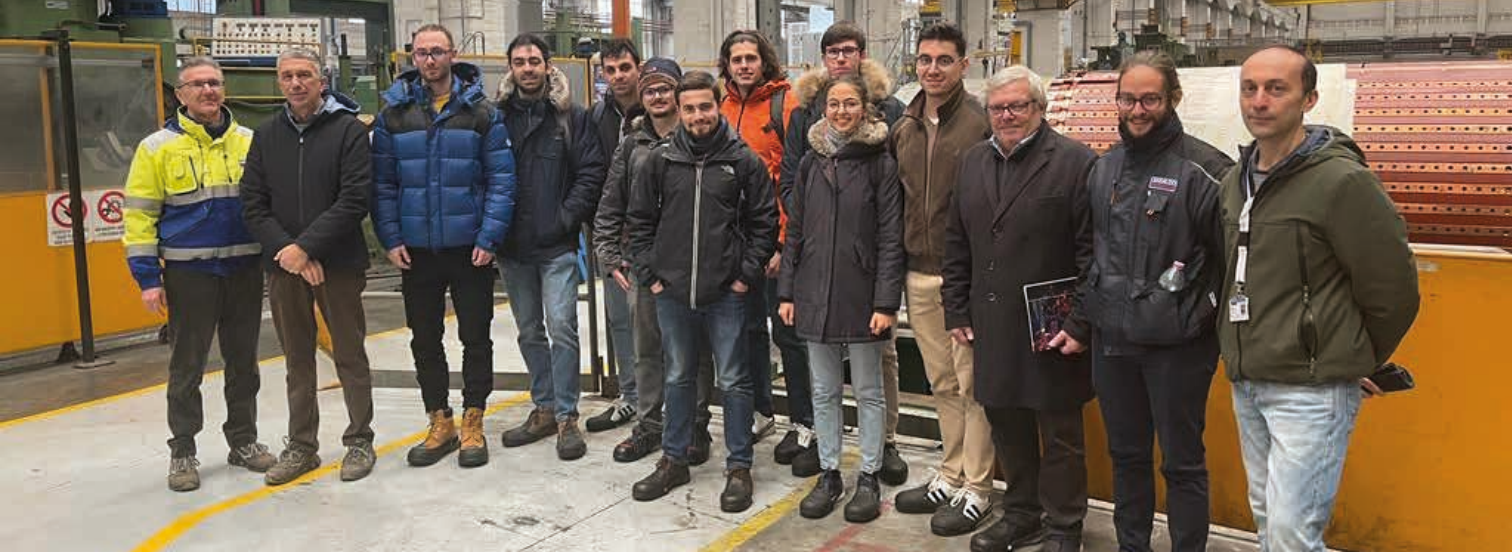
Specifically, the food surplus generated in the canteens of the Genoa site is collected and used by the Sole and Luna Association, a charity based in the former premises of the Genoa Cornigliano railway station, a few kilometers from Ansaldo Energia, in order to promote social relations with the territory and the population. Every day, Sole e Luna volunteers collect advanced food from the evening and that day meal, for distribution to the needy in the next 24 hours, as required by the “Law of the good Samaritan” (L-155/2013).

In 2022, 6,696 portions of food were withdrawn from the canteens of the headquarters of Genoa, equal to 10,044 Kg.

In 2023, as part of the courses included in the plan of the second FNC notice, the Bank will work together on information/training for the containment of food waste and waste production.

SCHOOLS

Ansaldo Energia in 2022 resumed to welcome student visits, an activity that was severely limited in previous years due to the pandemic. Visits by university students have been organized for the most. Among these: Polytechnic of Milan



and University of Genoa, Electrical Engineering. According to the needs of age and studies, visits to the productive areas of the company are organized, with experienced companions who tell, speaking a language appropriate to age, the design, operation and development of the machines made in the factory.

School4Life® PROJECT 2.0

In 2021 Ansaldo Energia joined the School4Life® project.

School4Life® is a biennial project promoted by ELIS for school orientation in collaboration with large Italian companies that also includes initiatives to support families and teachers; It has involved 14,471 students throughout the national territory, with particular attention to the regions where, according to data from studies in the sector, the phenomenon of school abandonment is more widespread.

ELIS is a non-profit training institution and a consortium strongly engaged in initiatives that promote collaboration between schools and businesses and the initiative, of two years duration with operative start in 2022 and conclusion in 2023, has seen companies and schools allied and alongside students, teachers and families with a view to guiding and combating school dispersion.

The staff of Ansaldo Energia met via Teams, for the years 2021-2022 and 2022-2023, the students of 8 high schools and 8 middle schools distributed between Liguria and Piemonte for a total of 1218 pupils.

Eleven professionals, employees of Ansaldo Energia S.p.A. and Ansaldo Green Tech S.p.A., have spoken with young people such as role Model, Mentor or Masters of Craft, dealing with the themes of innovation, energy transition and sustainability and, in the direction of choice for the continuation of the school course, particular attention is given to STEM disciplines.

The total meetings (33) had a total duration of 65 hours of training between Ispirational Talk (n.11), Mentoring meetings (n.9 Atelier), Training Lab and Project work (n.12). This includes all the hours of preparation of the interventions and of organization and coordination and the final meeting. The final part of the project saw some of the youths work in mixed groups of pupils from the various schools involved, at a final Creathon on the theme: *“What innovative solutions*

can we put in place to make school or home environments more sustainable and have a positive impact on sustainable development?"

The work was evaluated and presented on June 6th, 2023 in the presence of ELIS staff and a contact person for each of the companies involved.

RAGAZZI IN AZIENDA

Among the initiatives promoted in the context of student training, Ansaldo Energia has been collaborating for years on the initiative "Ragazzi in azienda", born from the synergy of Confindustria Liguria and the Regional School Office with #Designed the future.

The initiative is aimed at children of secondary schools of I and II degrees and is aimed at making them aware of the company realities of the territory and helping them in the choice of training courses.

VOGLIO FARE IL MANAGER

With Confindustria and Federmanager, Ansaldo Energia also collaborates to the project "Voglio fare il Manager" where selected groups of university students discuss with managers and apical figures of large companies to understand "their day type" and begin to build a network of contacts in the world of work.

For the interactive session of 2022, which took place at the end of March, the remote mode was still maintained.

FONDAZIONE ANSALDO

Closely linked to the foundation for its history, tradition and geographical relevance, Ansaldo Energia has supported the Fondazione Ansaldo in its activity of collection and dissemination of corporate culture since its creation. The initiatives taken jointly are innumerable, aimed at spreading this culture not only in companies, but throughout the city. During 2022, Fondazione Ansaldo was involved in the preparation of communication activities for the 170 Ansaldo, which will take place in 2023.

PRESENCE IN ASSOCIATIONS

As of 12.31.2022, the three companies participate, individually or at Group level, in the following main external initiatives and/or associations, including within the category:

- AEIT- Ass. Italiana di Elettrotecnica Elettronica Automazione Informatica e Telecomunicazioni (members of the Board of Directors of the Ligurian section)
- AIM – Associazione Italiana di Metallurgia
- AIPPI – Associazione Internazionale della Proprietà Intellettuale
- ANIE – Associazione Nazionale Imprese Elettrotecniche ed Elettroniche
- ANIMA Confindustria – Federazioni delle Associazioni Nazionali dell'Industria Meccanica Varia e Affine and in the field of:
  - ANIMP – Associazione Nazionale di Impiantistica Industriale (member of the General Council)
  - UCT – Unione Costruttori Turbine
- Associazione Italiana Nucleare and, through this, the European Nuclear Society
- CEI – Comitato Elettrotecnico Italia
- CTI – Comitato Termotecnico Italiano
- Centro di Competenza START 4.0 (Member of the Board of Directors)
- Cluster Fabbrica Intelligente
- Conseil de Coopération Economique
- Digital Innovation Hub (members of the Technical Scientific Committee)
  DIXET – Gruppo di imprese ad Alta Tecnologia (members of the Executive Board)
- Energy&Data Valley
- ETN – European Turbine Network (Members of Committees)
- EU Turbine (members of the Board of Directors)
- Hydrogen Europe (present on the Board of Directors)
- Hydrogen JRP (partner)
- Quinn_Consorzio Universitario in ingegneria per la Qualità el'innovazione Università di Pisa (members of the C.d.A.)
- SIIT- Distretto Tecnologico Ligure sui Sistemi Tecnologici Integrati
- SNETP (Sustainable Nuclear Energy – Technology Platform)
- UNI – Ente Italiano di Normazione (members of the Commission and working groups)

Awards

In February 2023 Ansaldo Energia renewed its assessment of its approach to sustainability through Ecovadis, an initiative that it had already taken part in previous years, while maintaining its silver medal rating.

On August 03rd, 2023, Ansaldo Nucleare was also awarded the certificate of CRIBIS D&B S.r.l. for participating in the ESG evaluation through the Synesgy platform with score B: Good.

ecovadis

ANSALDO ENERGIA SPA (GROUP)

è stata assegnata a

Medaglia d'argento

come riconoscimento del rating EcoVadis

- FEBBRAIO 2023 -

SILVER 2023 ecovadis Sustainability Rating

Riceverete questo punteggio/medaglia in base alle informazioni comunicate e alle notizie a disposizione di EcoVadis al momento della valutazione. Qualora, durante il periodo di validità della scorecard/medaglia, le informazioni e le circostanze dovessero cambiare in modo rilevante, EcoVadis si riserva il diritto di sospendere la scorecard/medaglia e, se lo riterrà opportuno, rivalutare ed eventualmente rilasciare una scorecard/medaglia modificata.

Valida fino al: febbraio 2024

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Synesgy

The sustainability network

Certificato di Synesgy

Presentato a **ANSALDO NUCLEARE SPA**

NICOLA LORENZI, 16152, GENOVA, Italia

Rilasciato il	Valido fino al	Macro-settore	Paese
03 agosto 2023	**02 agosto 2024**	**Servizi**	**Italia**

Questo certificato viene rilasciato a ANSALDO NUCLEARE SPA (codice fiscale: 01642860017) da CRIBIS D&B S.r.l. per aver partecipato alla valutazione ESG tramite la piattaforma **Synesgy** il **03 agosto 2023**.

ANSALDO NUCLEARE SPA ha ottenuto lo score "**B - Buono**".

La metodologia di Synesgy segue standard di sostenibilità internazionali generalmente accettati come i Global Reporting Initiative (GRI) e gli obiettivi di sviluppo sostenibile (SDG) ed è stata sviluppata da CRIF Ratings, un'agenzia di rating del credito che opera sotto la supervisione dell'ESMA.

Questo score è valido per un anno fino al **02 agosto 2024**.

A
B
C
D
E

SCORE ESG: B

Buon livello di Sostenibilità

Società con un buon livello di adeguatezza rispetto ai principi ESG, in linea con le best practice nazionali e internazionali.
Lo score ESG è conforme agli standard di rendicontazione internazionali del Global Reporting Initiative e considera gli argomenti più importanti, materiali e significativi relativi ai fattori Ambientali, Sociali e di Governance.

Lo score ESG rappresenta la valutazione della conformità ai principi ESG (Environment, Social, Governance) di un'azienda, esso prende in considerazione anche il settore industriale e il paese/regione.

GRI

United Nations Global Compact

CRIBIS A CRIF company

Lo score ESG viene calcolato sulla base di una metodologia di proprietà di Crif S.p.A. e si basa sulle informazioni che vengono divulgate dal soggetto stesso a cui il punteggio è riferito (Entità Valutata). Le suddette informazioni sono divulgate volontariamente sotto la sola responsabilità del Soggetto Valutato e non sono verificate da Crif S.p.A. Lo score ESG è riferito alla data di compilazione del questionario (non è monitorato in modo continuativo nel tempo). Lo score ESG non è una certificazione né una valutazione specifica, ha il solo scopo di raggruppare le Entità Valutate in classi di riferimento al solo scopo informativo. Lo score ESG non è soggetto ad alcuna garanzia di accuratezza, completezza, affidabilità dei dati. Crif S.p.A. non ha responsabilità sull'utilizzo dello score da parte di terzi. Crif S.p.A. non è responsabile di alcuna decisione basata sullo score ESG assunta dall'Entità Valutata o da qualsiasi altro ente.
*La metodologia utilizzata per la piattaforma di valutazione è derivata da Crif Ratings. Crif Ratings è una società il cui quadro generale di rating è certificato dall'Autorità Europea degli Strumenti Finanziari e dei Mercati (ESMA).

METHODOLOGICAL NOTE

The 2022 Sustainability Report of Ansaldo Energia, third edition, has been prepared according to the GRI Sustainability Reporting Standards 2021 of Global Reporting Initiative, using the reporting option in accordance with GRI Standards. The 2022 Sustainability Report is part of the gradual approach of the Group's perimeter reporting and includes, in addition to the data of Ansaldo Energia S.p.A., those relating to the other two companies present on the site of the Genoese headquarters: Ansaldo Nucleare S.p.A. and Ansaldo Green Tech S.p.A.. Ansaldo Energia has followed the principles of reporting under the GRI Standards that explain how to ensure the quality of the reported information and how to present it correctly. High-quality information enables users to access information to make informed impact assessments and decisions organization and its contribution to sustainable development.

Accuracy. The economic data in the Report refer to the financial statements under civil law, reviewed, while the accuracy of environmental data and Health and safety comes from the existence of management systems certified ISO 9001, ISO 14001, ISO 45001 AND ISO 50001. Social data are mainly extracted from the operating systems of the company. The emission factors used for the calculation of greenhouse gases are as follows:

- Direct emissions scope 1: Reporting of annual EU ETS emissions Italy; UK Government GHG Conversion factors for Company Reporting (DEFRA – Department for Environmental, Food & Rural Affair / DBEIS Department for Business, Energy & Industrial Strategy) (2020-22).
- Indirect emissions scope 2 – location based: ISPRA ratio 386/2023 Table 1.13 – emissions factors in the power sector.
- Indirect emissions Objective 2 – market based: AIB – European residual Mix (2020-22).
- Indirect emissions scope 3: UK Government GHG Conversion factors for Company Reporting (DEFRA – Department for Environmental, Food & Rural Affair / DBEIS – Department for Business, Energy & Industrial Strategy (2020-22).

As regards the calculation of the economic value produced and distributed, the data refer to the individual views of the Italian entities at the net of the intercompany economic relations between them, and not to final contribution of the three companies to the consolidated financial statements of the Group (the latter including the elision of further intercompany relations with foreign companies of the Group, as well as consolidated accounts in the strict sense).

Clarity. The structure of the Report has been defined to make the information content easy to identify by stakeholders. The level of information detail has been chosen to make the Report understandable, accessible and usable by different stakeholders. The 2022 Sustainability Report opens with the letter of the CEO and SI. It consists of seven sections: Ansaldo Energia; Sustainability for Ansaldo Energia; Ethical Governance and Integrity; Environment; people; value Chain Management; Community. The document closes with the methodological Note, the GRI Content Index and the limited review report by an independent third party.

Comparability. To enable stakeholders to analyze changes of the company's performance, the Report presents data for the three-year period 2020-22. The widening of the reporting perimeter and the improvement of the reporting system and reporting process has resulted in re-calculation of related data to the biennium 2020-21, always marked with appropriate footnotes. In addition, consistency was maintained in the methods used to calculate data for the three-year period 2020-22 and quantities were used in absolute value, percentage and normalized to allow comparisons.

Completeness. The Report is designed to allow stakeholders to have a complete picture of the activities carried out by the company. The contents refer to Ansaldo Energia S.p.A., Ansaldo Green

Tech S.p.A. and Ansaldo Nucleare S.p.A..

The following table reports, to make it easier to understand, the aspects defined by the GRI Standards and the material topics identified from the company with its perimeter were crossed, highlighting, for the latter, possible reporting limitations.

MATERIAL TOPICSS FOR ANSALDO ENERGIA	MATERIAL APPEARANCE GRI STANDARDS	PERIMETER OF APPEARANCE		LIMITATIONS ON THE PERIMETER	
		Internal	External	Internal	External
PRODUCT INNOVATION	-	AEN - AGT - ANN	-	-	-
CLIMATE CHANGE	Emissions	AEN - AGT - ANN	Suppliers	-	-
SECURITY AND COMPLIANCE OF PRODUCTS AND SERVICES	Customer health and safety	AEN - AGT - ANN	-	-	-
HEALTH AND SAFETY AT WORK	Occupational health and safety	AEN - AGT - ANN	Suppliers	-	-
SUSTAINABILITY OF SUPPLY CHAIN	Supplier environmental assessment; Supplier social assestment	AEN - AGT - ANN	Suppliers	-	Partially extended reporting to suppliers
WELL-BEING OF HUMAN RESOURCES	Employment; non-discrimination	AEN - AGT - ANN	-	-	-
TRADE UNION RELATIONS MANAGEMENT	Labor/management relations	AEN - AGT - ANN	-	-	-
PRIVACY AND CYBERSECURITY	Customer Privacy	AEN - AGT - ANN	-	-	-
CONSUMPTION OF RAW MATERIALS AND MATERIALS, RECYCLING AND REUSE	Materials	AEN - AGT - ANN	-	-	-
ANTI-CORRUPTION	Anti-corruption	AEN - AGT - ANN	-	-	-
ANTI-COMPETITIVE BEHAVIOUR	Anti-competitive behavior	AEN - AGT - ANN	-	-	-
EQUAL DISTRIBUTION OF THE VALUE PRODUCED BY THE COMPANY	Economic performance	AEN - AGT - ANN	-	-	-
TRANSPARENCY IN TAX MANAGEMENT	Tax	AEN - AGT - ANN	-	-	-
TRAINING AND VALORISATION	Training and education	AEN - AGT - ANN	-	-	-
STAKEHOLDER ENGAGEMENT		AEN - AGT - ANN	-	-	-
PROTECTION OF HUMAN RIGHTS	Child labor; fFrced or compulsory labor; Rights of indigenous peoples; Freedom of association and collective bargaining	AEN - AGT - ANN	-	-	-
EQUAL OPPORTUNITIES AND GENDER EQUALITY	Diversity and equal opportunity	AEN - AGT - ANN	-	-	-
EFFECTIVENESS OF THE BOARD ON SUSTAINABILITY GOVERNANCE	-	AEN - AGT - ANN	-	-	-
ENERGY CONSUMPTION AND RENEWABLE SOURCES	Energy	AEN - AGT - ANN	Suppliers	-	Partially extended reporting to suppliers
AIR EMISSIONS (HARMFUL AND GREENHOUSE GASES)	Emissions	AEN - AGT - ANN	-	-	-
SUPPORT FOR THE LOCAL COMMUNITY	Local communities	AEN - AGT - ANN	Local communities	-	Partially extended reporting to suppliers
WASTE MANAGEMENT	Waste	AEN - AGT - ANN	-	-	-
WATER MANAGEMENT	Water and effluents	AEN - AGT - ANN	-	-	-

Sustainability context. Ansaldo Energia describes how the themes, environmental, social and economic are linked to its own strategy, to the risk and opportunity assessment and growth targets. In the chapter “Sustainability for Ansaldo Energia”, the company clearly reports on its contribution to the energy transition; “integration of SMEs in the value chain” describes the root of its supply chain within national territory; in “Community” promotion of employment and the assistance to individuals that the company is committed to achieving for ensuring decent and productive work, vital for economic and social development in the reference “communities”.

Timeliness. The 2022 Sustainability Report, the third one produced by Ansaldo Energy, it is published in December 2023 and will be published yearly.

Verifiability. The company organizes documentation to support the activity reporting so that the information collected can be reviewed by third parties for quality assurance. It can detect the original sources of information and provide reliable evidence in support of the assumptions or calculations made without including uncorroborated data from the evidence. The Sustainability Report at 12.31.2022, as well as the two Reports has been audited by a third independent party (Deloitte & Touche S.p.A.) according to principles and indications Contained in the International Standard on Assurance engagements 3000 – Assurance engagement other than audits or Reviews of Historical Financial Information (ISAE 3000 revised) of the International Auditing and Assurance Standard Board (IAASB).

GRI CONTENT INDEX

STATEMENT OF USE	Ansaldo Energia has reported in accordance with the GRI Standards for the period from 1 January 2022 to 31 December 2022
GRI 1 USED	GRI 1: Foundation 2021
APPLICABLE GRI SECTOR STANDARD(S)	N/A

GRI - STANDRD	DISCLOSURE	PAGE NUMBER / DIRECT ANSWER	OMISSION	EXPLANATION
GENERAL DISCLOSURES				
GRI 2: General Disclosures 2021	2-1 Organizational details	12-13		
	2-2 Entities included in the organization's sustainability reporting	6; 12; 50; 146		
	2-3 Reporting period, frequency and contact point	2; 149;		
	2-4 Restatements of information	146; 147		
	2-5 External assurance	149; 156-158		
	2-6 Activities, value chain and other business relationships	130-133		
	2-7 Employees	98-100		
	2-8 Workers who are not employees	99		
	2-9 Governance structure and composition	54-62		
	2-10 Nomination and selection of the highest governance body	54-55		
	2-11 Chair of the highest governance body	55		
	2-12 Role of the highest governance body in overseeing the management of impacts	57		
	2-13 Delegation of responsibility for managing impacts	62		
	2-14 Role of the highest governance body in sustainability reporting	31; 57		
	2-15 Conflicts of interest	54-57		
	2-16 Communication of critical concerns	49; 70-71		
	2-17 Collective knowledge of the highest governance body	54-55		
	2-18 Evaluation of the performance of the highest governance body	44; 54-55		
	2-19 Remuneration policies	57		

GRI - STANDRD	DISCLOSURE	PAGE NUMBER / DIRECT ANSWER	OMISSION	EXPLANATION
	2-20 Process to determine remuneration	57		
	2-21 Annual total compensation ratio	114		
	2-22 Statement on sustainable development strategy	5		
	2-23 Policy commitments	63-66; 70-71; 72-77		
	2-24 Embedding policy commitments	30-35; 36-39; 40-44; 56-57; 72-77; 103-109		
	2-25 Processes to remediate negative impacts	49; 70-71;128-129		
	2-26 Mechanisms for seeking advice and raising concerns	49; 70-71; 128-129; 133 sostenibilita@ansaldoenergia.com		
	2-27 Compliance with laws and regulations	No violations of laws and regulations occurred in the reporting period considered		
	2-28 Membership associations	144		
	2-29 Approach to stakeholder engagement	49; 103; 115-116; 120; 124-125; 128; 133; 136-139; 140-143		
	2-30 Collective bargaining agreements	98. 100% of employees are included in the CCNL		
MATERIAL TOPICS				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	30-31; 35; 36-39; 49; 148		
	3-2 List of material topics	30; 32-34		
MATERIAL TOPIC: PRODUCT INNOVATION				
GRI 3	3-3 Management of material topics	32; 40; 45-48		
MATERIAL TOPIC: CLIMATE CHANGE				
GRI 3	3-3 Management of material topics	32; 128-129		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No non-compliance with the health and safety impacts of products and services occurred during the reporting period considered		

GRI - STANDRD	DISCLOSURE	PAGE NUMBER / DIRECT ANSWER	OMISSION	EXPLANATION
MATERIAL TOPIC: HEALTH AND SAFETY AT WORK				
GRI 3	3-3 Management of material topics	32; 35; 42; 73-74		
403-1	Occupational health and safety management system	117-118; 121; 123		
403-2	Hazard identification, risk assessment, and incident investigation	119; 121		
403-3	Occupational health services	122; 123		
403-4	Worker participation, consultation, and communication on occupational health and safety	118; 120; 124		
403-5	Worker training on occupational health and safety	122		
403-6	Promotion of worker health	113; 122-123		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	121; 128-129; 130-131		
403-8	Workers covered by an occupational health and safety management system	73. All employees of AEN SpA, ANN SpA and AGT SpA are covered by the Health and Safety Management System (ISO 45001)		
403-9	Work-related injuries	119		
403-10	Work-related ill health	119		
MATERIAL TOPIC: SUSTAINABILITY OF SUPPLY CHAIN				
GRI 3	3-3 Management of material topics	32; 35; 44; 73-74; 129-133		
204-1	Proportion of spending on local suppliers	8; 131		
MATERIAL TOPIC: WELL-BEING OF HUMAN RESOURCES				
GRI 3	3-3 Management of material topics	32; 35; 112-113		
401-1	New employee hires and employee turnover	101-102;		
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	110-113		
401-3	Parental leave	115		

GRI - STANDRD	DISCLOSURE	PAGE NUMBER / DIRECT ANSWER	OMISSION	EXPLANATION
MATERIAL TOPIC: TRADE UNION RELATIONS MANAGEMENT				
GRI 3	3-3 Management of material topics	32; 115-116		
402-1	Minimum notice periods regarding operational changes	115-116		
MATERIAL TOPIC: PRIVACY E CYBERSECURITY				
GRI 3	3-3 Management of material topics	33; 75-76		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	During the reporting period considered, the company did not receive complaints concerning breaches of customer privacy and losses of customer data		
MATERIAL TOPIC: CONSUMPTION OF RAW MATERIALS AND MATERIALS, RECYCLING AND REUSE				
GRI 3	3-3 Management of material topics	33; 42; 73; 80; 81-84		
301-1	Materials used by weight or volume	81; 82; 93		
301-2	Recycled input materials used	81		
MATERIAL TOPIC: COMBATING CORRUPTION				
GRI 3	3-3 Management of material topics	33; 35; 63-65; 70-71		
205-3	Confirmed incidents of corruption and actions taken	71		
MATERIAL TOPIC: ANTI-COMPETITIVE BEHAVIOUR				
GRI 3	3-3 Management of material topics	33; 65		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	65		
MATERIAL TOPIC: EQUAL DISTRIBUTION OF THE VALUE PRODUCED BY THE COMPANY				
GRI 3	3-3 Management of material topics	33; 50-51		
201-1	Direct economic value generated and distributed	50-51		
MATERIAL TOPIC: TRANSPARENCY IN TAX MANAGEMENT				
GRI 3	3-3 Management of material topics	33; 66		
207-1	Approach to tax	66		

GRI - STANDRD	DISCLOSURE	PAGE NUMBER / DIRECT ANSWER	OMISSION	EXPLANATION
MATERIAL TOPIC: TRAINING AND VALORISATION				
GRI 3	3-3 Management of material topics	33; 43; 103-104		
404-1	Average hours of training per year per employee	104-105		
404-2	Programs for upgrading employee skills and transition assistance programs	106-109		
404-3	Percentage of employees receiving regular performance and career development reviews	108		
MATERIAL TOPIC: PROTECTION OF HUMAN RIGHTS				
GRI 3	3-3 Management of material topics	33; 35; 67-71		
406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination occurred during the reporting period considered		
MATERIAL TOPIC: EQUAL OPPORTUNITIES AND GENDER EQUALITY				
GRI 3	3-3 Management of material topics	34; 43; 113		
405-1	Diversity of governance bodies and employees	56-59; 98-100		
405-2	Ratio of basic salary and remuneration of women to men	114		
MATERIAL TOPIC: ENERGY CONSUMPTION AND RENEWABLE SOURCES				
GRI 3	3-3 Management of material topics	34; 41; 73; 80		
302-1	Energy consumption within the organization	84-85		
302-2	Energy intensity	86		
MATERIAL TOPIC: EMISSIONS IN ATMOSPHERE (HARMFUL AND GREENHOUSE GASES)				
GRI 3	3-3 Management of material topics	34; 40; 73; 80		
305-1	Direct (Scope 1) GHG emissions	92-95		
305-2	Energy indirect (Scope 2) GHG emissions	92-95		
305-3	Other indirect (Scope 3) GHG emissions	92-95		
305-4	GHG emissions intensity	95		
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	88-89		

GRI - STANDRD	DISCLOSURE	PAGE NUMBER / DIRECT ANSWER	OMISSION	EXPLANATION
MATERIAL TOPIC: SUPPORT FORM THE LOCAL COMMUNITY				
GRI 3	3-3 Management of material topics	34; 44; 134; 136-143		
413-1	Operations with local community engagement, impact assessments, and development programs	136-143		
MATERIAL TOPIC: WASTE MANAGEMENT				
GRI 3	3-3 Management of material topics	34; 41; 73; 80; 89-90		
306-3	Waste generated	90		
306-4	Waste diverted from disposal	90		
306-5	Waste directed to disposal	91		
MATERIAL TOPIC: WATER MANAGEMENT				
GRI 3	3-3 Management of material topics	34; 41; 73; 80		
303-3	Water withdrawal	86-87		
303-4	Water discharge	92		

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INDEPENDENT AUDITOR'S REPORT ON THE SUSTAINABILITY REPORT

To the Board of Directors of
Ansaldo Energia S.p.A.

We have carried out a limited assurance engagement on the Sustainability Report of Ansaldo Energia S.p.A. (hereinafter the "Company") as of December 31, 2022.

Responsibility of the Directors for the Sustainability Report

The Directors of Ansaldo Energia S.p.A. are responsible for the preparation of the Sustainability Report in accordance with the "*Global Reporting Initiative Sustainability Reporting Standards*" established by GRI – *Global Reporting Initiative* ("GRI Standards"), as stated in the paragraph "Methodological note" of the Sustainability Report.

The Directors are also responsible for such internal control which they determine necessary to enable the preparation of a Sustainability Report that is free from material misstatement, whether due to fraud or error.

The Directors are also responsible for the definition of the Company's objectives in relation to the sustainability performance and for the identification of the stakeholders and the significant aspects to report.

Auditor's Independence and quality control

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the *International Ethics Standards Board for Accountants*, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our auditing firm applies the *International Standard on Quality Control 1* (*ISQC Italia 1*) and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibility

Our responsibility is to express our conclusion, based on the procedures performed, about the compliance of the Sustainability Report with the GRI Standards. We conducted our work in accordance with the criteria established in the "*International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information*" (hereinafter "ISAE 3000 *Revised*"), issued by the *International Auditing and Assurance Standards Board* (IAASB) for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the Sustainability Report is free from material misstatement.

Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with the ISAE 3000 *Revised*, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on the Sustainability Report are based on our professional judgement and included inquiries, primarily with Company personnel responsible for the preparation of information included in the Sustainability Report, analysis of documents, recalculations and other procedures aimed to obtain appropriate evidence.

Specifically, we carried out the following procedures:

- analysis of the process for the definition of the material aspects disclosed in the Sustainability Report, with reference to the methodology used for the identification and prioritization of material aspects for stakeholders and to the internal validation of the process results;
- comparison between the economic and financial data and information included in the "Economic value generated and distributed to stakeholders" paragraph of the Sustainability Report with those included in the Company's Financial Statement as stated in the paragraph "Methodological Note" of the Sustainability Report;
- understanding of the processes underlying the origination, recording and management of qualitative and quantitative material information included in the Sustainability Report.

  In particular, we carried out interviews and discussions with the management of Ansaldo Energia S.p.A. and we carried out limited documentary verifications, in order to gather information about the processes and procedures, which support the collection, aggregation, elaboration and transmittal of non-financial data and information to the department responsible for the preparation of the Sustainability Report.

  In addition, for material information, taking into consideration the Company's activities and characteristics:

  - at the Company's level:

    – with regards to qualitative information included in the Sustainability Report, we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;

– with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to ensure, on a sample basis, the correct aggregation of data.

- for Ansaldo Energia S.p.A. and the Via Lorenzi, Corso Perrone e Via S.G. d'Acri production sites in Genoa, which we selected based on their activity, their contribution to the performance indicators at the consolidated level and their location, we carried out remote meetings, during which we have met the management and have gathered supporting documentation with reference to the correct application of procedures and calculation methods used for the indicators.

Conclusions

Based on the work performed, nothing has come to our attention that causes us to believe that the Sustainability Report of Ansaldo Energia S.p.A. as of December 31, 2022 is not prepared, in all material aspects, in accordance with the GRI Standards as stated in the paragraph "Methodological Note" of the Sustainability Report.

DELOITTE & TOUCHE S.p.A.

Signed by
Giuseppe Milici
Partner

Genoa, Italy
December 14, 2023

This report has been translated into the English language solely for the convenience of international readers.

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