

CODE OF CONDUCT IMPLEMENTATION MANAGEMENT SYSTEM MANUAL

The Company's Approach at a glance



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1. PURPOSE AND IMPLEMENTATION FIELD

The Code of Conduct Implementation Management System Manual of TERN A aims to describe the structure, the organization of its scope and to describe the basic policies and procedures applied by the Company for the correct and effective implementation of the Code of Conduct as well as the requirements of ISO 37001:2016 and ISO 37301:2021 standards.

2. OBJECTIVES AND COMMITMENTS

TERN A aims at the effective and efficient implementation of the Code of Conduct and the applied Management System throughout the Company and its subsidiaries. The Senior Management of the company is committed to the implementation and monitoring of the following objectives and commitments which concern all the Company's personnel.

TERN A has as its objective

1. *To observe the regulatory framework governing the operation of the Company as defined by the Management System.*
2. *To develop a strong compliance culture within the Company that supports the recognition of compliance obligations and the corresponding risks.*
3. *To provide all resources to meet the compliance obligations with the Management System.*
4. *To identify the existing and potential risks that affect the observance of the basic principles of the Code of Conduct and develop programs to address them.*
5. *To establish control mechanisms and monitoring indicators through which to monitor the level of implementation of the Code of Conduct.*
6. *To improve its energy management performance and reduce its energy footprint.*
7. *To raise awareness among staff and associates on matters of regulatory compliance, corruption and bribery, energy management and labor relations in order to strengthen the operational values and principles of the Company.*

For the implementation of the above objectives, the Management and the employees of TERNA are bound by the following:

1. Continuous training and awareness of staff.

The Company prepares staff information programs and sets up awareness-raising mechanisms as it expects all employees to understand and fulfill their compliance obligations and to carry out their work correctly and efficiently in relation to the principles and values of the Code of Conduct.

2. Reporting and Management of Complaints and Reports.

The Company actively encourages the reporting of complaints and reports related to issues of compliance, infringements, corruption and bribery, labor relations through a specific mechanism that ensures the anonymity and protection of the reporting person.

3. Continuous improvement of the efficiency of the Management System.

The Company shall establish control mechanisms and set monitoring indicators in order to continuously improve the efficiency of the Management System. The Management System is monitored by the Regulatory Compliance Officer who reports directly to the Executive Director and the Board of Directors.

4. Compliance with Obligations.

The Company has an independent mechanism for the assessment of incidents where the obligations of compliance are violated knowingly, intentionally or negligently. The mechanism shall also determine the effects in case of violation.

5. Development of policies.

The Company develops further implementing Policies and Procedures supporting the implementation of the Code of Conduct.

6. Independence of the Regulatory Compliance Officer.

The Regulatory Compliance Officer shall report directly to the Board of Directors. Respectively, it cooperates with the Regulatory Compliance Committee, which is also independent, reports directly to the Board of Directors and operates under approved Rules of Procedure.

3. GOVERNANCE OF THE CODE OF CONDUCT AND THE MANAGEMENT SYSTEM

The Company has established a specific organizational structure to monitor the implementation of the Code of Conduct and the relevant Policies and Procedures as described in the Management System. The organizational structure has been defined in such a way as to ensure its independence from the operational units of the Company and to ensure the direct channel of communication with the Board of Directors.

Regulatory Compliance Officer

The purpose of the Regulatory Compliance Officer is to ensure that the Company complies with the applicable institutional and supervisory framework governing its business activities and operations. The Regulatory Compliance Officer shall protect the integrity and reputation of the Company through the creation and implementation of a comprehensive compliance program that includes prevention, repression and response measures regarding compliance issues.

The Regulatory Compliance Officer provides guidance and support services to the Group's companies to ensure their adequate and effective compliance with the applicable institutional and supervisory framework and the Company's internal policies, with the exception of companies that have stock-listed securities and have independent Regulatory Compliance Units, for which it is informed by their Administrations or the Regulatory Compliance Officer of the Regulatory Compliance Unit of the listed company.

The RCU has a functional reporting line to the Board of Directors (hereinafter referred to as the "BoD"), while administratively it reports to the Executive Director.

Specific Rules of Procedure have been established for the operation of the Officer as well as a relevant Job Description.

Regulatory Compliance Committee

The Regulatory Compliance Committee is established by the Board of Directors. Its main role is to support the Board of Directors in terms of ensuring compliance with institutional and supervisory requirements at Group level.

The Regulatory Compliance Committee is in direct cooperation with all Directorates / Departments of the Company, is aware of and monitors deviations in compliance issues.

Specific Rules of Procedure have been established for the operation of the Committee.

4. STRUCTURE OF MANAGEMENT SYSTEM

4.1. General

The Management System has the following structure:



4.2. Requirements met by the Management System

The Management System covers the requirements arising from:

1. The Code of Conduct
2. The relevant Policies
3. International standards such as ISO 37001:2016, ISO 37301:2021

4. The international, European and Greek legislation

4.3. Regulatory Compliance and Corruption and Bribery Control Policy

The Company has a Regulatory Compliance and Corruption and Bribery Control Policy approved by the Board of Directors which defines the main axes to be followed by all Company personnel in matters of Regulatory Compliance, Corruption and Bribery, such as:

- Strict adherence to the regulatory framework by all Company personnel.
- Informing the staff on matters of regulatory compliance, corruption and bribery, as well as the Code of Conduct.
- Create a culture of compliance to the Company's staff and associates.
- Identification and assessment of risks of regulatory compliance, corruption and bribery.
- Establish an appropriate control mechanism and preventive measures to identify and prevent issues such as bribery, corruption, money laundering and bribery financing, conflicts of interest, and in general regulatory compliance issues.
- Reporting and Management of Complaints and Reports.
- Independence of the Regulatory Compliance Officer and the Committee.
- Implementation of procedures for the management of conflicts of interest.

4.4. Code of Conduct

The Code of Conduct includes principles, beliefs, corporate culture, business ethics and, above all, voluntary ethical commitments that are a critical pillar for the operation of TERNA. The Code reflects a framework of operations and behaviors that must be respected by all employees of the Company from the lowest level employee to the top management as well as the subcontractors and associates of the Company.

The Values of the Code are reflected in five (5) main axes:

- Organization - Corporate Culture
- Customers / Partners / Suppliers
- Employees
- Society
- Environment

For each axis, the basic principles observed and advocated by TERNA are analyzed.

Organization - Corporate Culture	<ul style="list-style-type: none"> • Innovation and pursuit of innovation • Integrity and transparency • Business ethics • Honesty and credibility • Value creation for shareholders • Compliance with legislation • Adopting best international practices
Customers / Partners / Suppliers	<ul style="list-style-type: none"> • Create value for our customers, partners and suppliers • Emphasis on quality, safety and reliability • Honesty and transparency in relationships
Employees	<ul style="list-style-type: none"> • Investing in human capital • Care for the needs of employees • Creating value for employees • Provide equal opportunities for all with transparency and meritocracy • Health and safety in the work environment • Establishment of an ongoing training and development incentive framework
Environment	<ul style="list-style-type: none"> • Respect for the environment and sustainable development • Proper management of energy resources • Limitation of energy footprint

Society

- Respect for the local community
- Participation in the progress of the local community
- Social contribution

4.5. Recognition of needs and requirements of interested parties

The Company has established a specific mechanism to recognize the needs and requirements of the interested parties and to incorporate them in its Policies and Procedures. This procedure is repeated and reviewed at regular intervals.

4.6. Risk Management

The Company applies a specific methodology for identifying, assessing and dealing with risks related to regulatory compliance, corruption and bribery in all activities of the Company. The assessment of each risk is made with parameters of probability of occurrence and severity of impact taking into account elements such as:

- Data from previous years
- Degree of implementation difficulty
- Economic impact
- Impact on reputation and corporate image
- Relations with Authorities and Regulatory Framework
- Relationships with customers
- Relationships with employees

The Company shall determine preventive measures to address the risks it assesses in terms of their effectiveness.

The above procedure is repeated periodically and additional preventive measures are taken where necessary.

4.7. Policies and Procedures

The Company has developed a Management System for the implementation of the Code of Conduct which includes a set of Policies and Procedures which come to reinforce and specify the principles and values of the Code of Conduct. In addition, the Management System also covers the requirements of international standards such as ISO 37001:2016 and ISO 37301:2021.

The policies developed are as follows:

- Regulatory Compliance and Corruption and Bribery Control Policy
- Policy for Addressing Unhealthy Competition
- Travel and Hospitality Expenses Policy
- Gift Policy
- Conflict of Interest Policy
- Workplace Violence and Harassment Prevention Policy
- Whistleblowing Policy

4.8. Employee Training

The Company recognizes the importance of raising awareness and training of staff as it is the most effective tool for integrating its values and principles into the daily practice of staff. The procedure of training and awareness of the staff must be a continuous procedure which should cover each time the needs of the Company's staff depending on the job and the responsibilities it performs.

For this reason, a training program covering topics related to the Code of Conduct, the implemented policies which are addressed to staff at all levels, is developed on an annual basis.

The trainings are carried out either via e-learning platform or live in the main buildings and work sites of the Company.

Furthermore, the Company, taking into account the evaluation of the effectiveness of the trainings, prepares courses adapted for specific topics and specific categories of employees.

The Code of Conduct and the relevant Policies are available in electronic form as well as the legislation on the subject.

4.9. Reporting Management

The Company considers it an obligation of all employees to report deviations or concerns for potential or existing deviations from the principles of the Code of Conduct.

The Company shall take all necessary measures to safeguard the anonymity and protection of the personal data of any employee making such reports. It also protects the employee from all kinds of retaliation such as threats, intimidation, exclusion, degrading behavior, malicious comments and behavior etc.

Each employee may report or express concern on issues related to the implementation of the Code of Conduct through the following communication channels:

- E-mail to the electronic address compliance@gekterna.com
- Send a message either anonymously or by name to the platform <https://gekterna.integrityline.com/frontpage>
- Send a letter either anonymously or by name to the Regulatory Compliance Officer designated as the Person Responsible for the Receipt and Follow-up of Reports (P.R.R.F.R) by post to the address:

"TERNA S.A." 85 Mesogeion Ave., 115 26, Athens, at the attention of the "Compliance Officer" of the Company with the indication "Confidential".

- Orally after a meeting with the Compliance Officer

5. MONITORING OF IMPLEMENTATION OF MANAGEMENT SYSTEM

The Company has established specific control mechanisms and prevention measures to ensure the effective implementation of the principles and values of the Code of Conduct as well as the Management System. The preventive mechanisms and measures shall include, but are not limited to, the following:

- Clear definition of the principles governing the company on these matters through the Code of Conduct and the Policies implemented.
- Clear definition of responsibilities and authorities through the Internal Rules of Procedure.
- Different levels of approval clearly defined in the Internal Rules of Procedure and in the decisions of the Board of Directors.
- Application of the four-eye principle and double signatures to the Company's procedures.
- Actions of due diligence in the selection of partners, suppliers, employees, customers.

- Planned and extraordinary audits by the Company's Internal Audit Unit.
- Planned and extraordinary internal inspections by the Regulatory Compliance Officer

The above mechanisms and measures have the following characteristics:

- Have been developed in accordance with the recognized risks in the Company's activities;
- Are cost-effective and appropriate;
- Are documented and reviewed periodically for their effectiveness.

In addition, the Company has established monitoring indicators for the implementation of the Code of Conduct in order to be able to confirm and make reliable decisions on the effectiveness of the Management System that it implements.

The indicators are systematically monitored and updated in accordance with the Company's procedures.

Annex 1 - Scope of Management System

EPC Contractor for Design, Engineering, Development, Construction, Procurement, Commissioning and Maintenance of:

- **Infrastructure Projects (Road Works, Bridges, Tunnels, Railway Networks, Hydraulic and Marine Works, Sewage Treatment Plants)**
- **Energy Projects (Fossil Fuel Fired Power Generation Plants, Onshore Oil Refining - Storage - Distribution Facilities, Natural Gas Transmission Infrastructure Facilities)**
- **Building Projects (Hospitals, Cultural Centers, Office Buildings, Resorts, High - Rise Buildings)**
- **Industrial Buildings and E / M Installations**

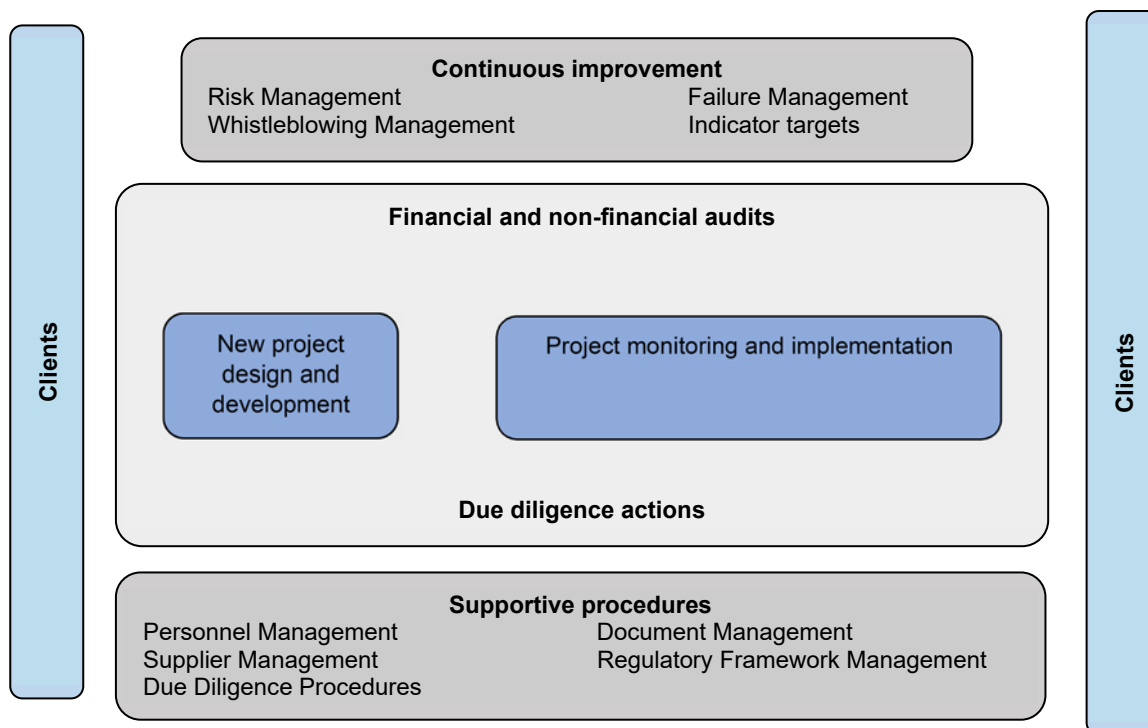
Operation, Management and Maintenance of:

- **Waste Water, Solid Waste and Waste Gases Treatment Plants and Equipment, as well as Informatics, Automation and Control Projects for the Management of Water Resources.**
- **Landscaping Projects and Irrigation Networks**
- **Sewage & Waste Water Treatment Plants**

Financing, Design, Construction, Management, Development, Operation, Maintenance and Exploitation of Self - Financed or Co - Financed Projects and Installations including Concessions and PPP Projects.

Provision of Technological & IT Services.

Annex 2 - Process interaction diagram



Annex 3 - Management System Policies and Procedures

Code	Title
COCS-P01	Regulatory Compliance and Corruption and Bribery Control Policy
COCS-P02	Policy for Addressing Unhealthy Competition
COCS-P03	Travel and Hospitality Expenses Policy
COCS-P04	Gift Policy
COCS-P06	Conflict of Interest Policy
COCS-P07	Workplace Violence and Harassment Prevention Policy
COCS-P08	Whistleblowing Policy
COCS-SOP 001	Business Environment Analysis
COCS-SOP 002	Risk Management
COCS-SOP 003	Internal Inspections
COCS-SOP 004	Failure Management-Corrective Actions
COCS-SOP 005	Control of Documents and Records
COCS-SOP 006	Employee Training
COCS-SOP 007	Change Management
COCS-SOP 008	Review and Reports
COCS-SOP 009	Regulatory Framework Monitoring
COCS-SOP 010	Reporting Procedure
COCS-SOP 011	Due Diligence Procedure for Suppliers and Partners
COCS-SOP 012	System Monitoring and Control
COCS-SOP 013	Project Due Diligence Procedure
COCS-SOP 014	Transaction Due Diligence Procedure

Code	Title
COCS-SOP 015	Employee Due Diligence Procedure
COCS-SOP 017	Prevention of Money Laundering from Criminal Activities