

Ermenegildo Zegna Group

MAIN ELEMENTS OF THE REMUNERATION GRANTED TO THE GROUP CEO OF ERMENEGILDO ZEGNA N.V.

The remuneration granted by the board of Directors of Ermenegildo Zegna N.V. (the "**Company**") to Mr. Gianluca A. Tagliabue [in his capacity as Executive Director and Group Chief Executive Officer]¹ is in line with the remuneration policy for the board of directors of Ermenegildo Zegna N.V. [as adopted by the Company's general meeting on June 26, 2026]².

The main elements of his remuneration were set in accordance with article 8.4 of the articles of association of the Company and are as follows:

Name and role	:	Mr. Gianluca A. Tagliabue, Group Chief Executive Officer (the " Group CEO ")
Annual base salary:	:	EUR 1,200,000
Short term incentive (" STI ")	:	The Group CEO is entitled to receive a short-term incentive in cash, representing at target 100% of the Group CEO's base salary. The amount awarded to the Group CEO as STI shall depend upon the satisfaction of objectives reflecting operational performance of the Group in terms of Adjusted EBIT and attainment of individual objectives set by the Non-Executive Directors upon recommendation from the Executive Chairman.
Long term incentive (" LTI ")	:	The Group CEO is eligible to a three-year performance shares plan providing for the annual grant, free of charge, of a predetermined number of ordinary shares representing at target 100% of the Group CEO's base salary. The final award of the shares shall depend upon the attainment of targets reflecting the long-term value creation for the stakeholders over a three-year performance period, namely: Aggregated Group Adjusted EBIT, Group Delta Net Financial Indebtedness / (Cash Surplus) and Relative Total Shareholder Return, and is also subject to a presence condition. The number of shares awarded may be multiplied by a factor of 0.9 to 1.1 depending upon the attainment of predefined non-financial objectives measured through an internal indicator.
Termination indemnity	:	Capped at 100% base salary.
Claw-back	:	In line with the Dutch Civil Code (<i>Burgerlijk Wetboek</i>) and the Policy for Erroneously Awarded Incentive-Based Compensation from Executive Officers of September 12, 2023.
Insurances	:	Entitled to free of charge D&O insurance during period as Group CEO of the Company, and private and professional accident, disease and medical health insurance at the Company's expense.

¹ Subject to approval of his appointment by the shareholders at the Annual General Meeting convened on June 26, 2026.

² Subject to adoption of the amended remuneration policy by the shareholders at the Annual General Meeting convened on June 26, 2026.