

Messrs.
HERA S.p.A.
Viale Berti Pichat no. 2/4
40100 BOLOGNA

Subject: Shareholders' meeting of Hera S.p.A. on 27 April 2023
List of candidates for the office of members of the Board of Directors

Hereby, the Chair of the Voting Syndicate Committee referred to in the "*Voting Syndicate and Share Transfer Rules Agreement*", signed on 28 April 2021 by 111 public shareholders of Hera S.p.A., with effect from 1 July 2021, by virtue of the mandate conferred as per Annex 2, submits the following list for the appointment of the members of the Board of Directors of Hera S.p.A., in accordance with the terms and procedures indicated in the notice of call of the shareholders' meeting, specifying that the List submitted complies, also with reference to the diversity criteria, with the "*Guidelines of the Board of Directors of Hera S.p.A. to shareholders on the composition of the Board of Directors*".

It should also be noted that, pursuant to the "*Voting Syndicate and Share Transfer Rules Agreement*":

- the name appearing at the top the List is designated to take up the office of Chair;
- the name in second place on the List is designated to take up the position of Chief Executive Officer;
- the name in third place on the List is designated to take up the position of Vice Chair.

It is specified that the presenting Shareholders are listed in Annex sub. 1, and that they hold a total of 610,623,147 Hera shares, corresponding to 40.99% of the share capital.

List of candidates for election to the Board of Directors
- Shareholders' meeting of Hera S.p.A. of 27 April 2023 –

1. Cristian Fabbri (Chair)
2. Orazio Iacono (Chief Executive Officer)
3. Gabriele Giacobazzi (Vice Chair)
4. Monica Mondardini (Director)
5. Fabio Bacchilega (Director)
6. Gianni Bessi (Director)
7. Lorenzo Minganti (Director)

8. Milvia Mingozi (Director)
9. Grazia Ghermandi (Director)
- 10 Alessandro Melcarne (Director)
- 11 Marina Monassi (Director)

2 March 2023

Yours faithfully,

The Chair of the Voting Syndicate Committee

(Mr Gian Carlo Mazzarelli)

[signed]

Attached are:

1. Identification details of the shareholders who submit the list;
2. Minutes of the Voting Syndicate Committee meeting

and for each candidate:

1. A declaration of irrevocable acceptance of the office;
2. Certification of the non-existence of any causes of ineligibility and/or forfeiture;
3. Certification of possession of the integrity requirements established for members of the Board of Statutory Auditors;
4. If appropriate, the declaration of meeting the independence requirements established for the members of the Board of Statutory Auditors by Article 148-ter(3) of Legislative Decree no. 58/1998 and those provided for by the Corporate Governance Code drawn up by the Corporate Governance Committee;
5. Certification of possession of the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee;
6. Copy of identity document and Curriculum Vitae containing personal and professional details.

SHAREHOLDERS SUBMITTING THE LIST

MUNICIPALITY OF BOLOGNA
MUNICIPALITY OF CASALECCHIO DI RENO
MUNICIPALITY OF CESENA
MUNICIPALITY OF MODENA
MUNICIPALITY OF PADUA
MUNICIPALITY OF TRIESTE
MUNICIPALITY OF UDINE
CON.AMI
FERRARA TUA S.p.A.
RAVENNA HOLDING S.p.A.
RIMINI HOLDING S.p.A.

Minutes of the Voting Syndicate Committee meeting

on 2 March 2023

On this day, 2 March 2023, at 10:30 a.m. at the headquarters of HERA SpA - Viale Berti Pichat, 2/4 - Bologna, the following are present:

- Gian Carlo Muzzarelli - Modena Shareholders (to whom 6 votes are attributed)
- Matteo Lepore - Municipality of Bologna (to whom 7 votes are attributed)
- Massimo Bosso - Bologna Area Minority Shareholders (to whom 2 votes are attributed)
- Matteo Fornasini - Ferrara Tua S.p.A. (to whom 1 vote is attributed)
(delegate by deed of the Municipality of Ferrara no. 23580 of 9 February 2023)
- Michele de Pascale - Ravenna Holding S.p.A. (to whom 5 votes are attributed)
- Marco Panieri - CON. AMI (to whom 6 votes are attributed)
- Marco Tognacci - Rimini Holding S.p.A. (to whom 1 vote is attributed)
(delegate by deed of the Municipality of Rimini no. 65512 of 23 February 2023)
- Camillo Acerbi - Municipality of Cesena (to whom 1 vote is attributed)
(delegate by deed of the Municipality of Cesena no. 17060 of 3 February 2023)
- Andrea Micalizzi - Municipality of Padua (to whom 3 votes are attributed)
(delegate by deed of the Municipality of Padua no. 58018 of 7 February 2023)
- Roberto Dipiazza - Municipality of Trieste (to whom 3 votes are attributed)
- Francesca Laudicina - Municipality of Udine (to whom 2 votes are attributed)
(delegate by deed of the Municipality of Udine no. 09817 of 20 January 2023)

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Mr Gian Carlo Muzzarelli, assisted by Ms Mila Fabbri as Secretary, chairs the meeting.

The notice of convocation, sent to all the members of the Committee, pursuant to Article 4.2.6 of the Voting Syndicate and Share Transfer Rules Agreement, provides for the following agenda:

- 1. Determination of the list of candidates for the Board of Directors of HERA S.p.A. pursuant to Article 4.3 and Article 6 of the Voting Syndicate and Share Transfer Rules Agreement.**
- 2. Determination of the list of candidates for the Board of Directors of HERA S.p.A. pursuant to Article 4.3 and Article 7 of the Voting Syndicate and Share Transfer Rules Agreement.**

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Item 1) Determination of the list of candidates for the Board of Directors of HERA SpA pursuant to Article 4.3 and Article 6 of the Voting Syndicate and Share Transfer Rules Agreement.

The Chair of the Voting Syndicate Committee introduced the item on the agenda, reminding those present that the Voting Syndicate Committee is responsible, pursuant to Article 4.3 of the current “Shareholders’ Transfer Discipline and Voting Agreement”, for the adoption of resolutions relating to the determination of the List of Directors.

He therefore informs those present that, in compliance with the provisions of Article 6.1 of the aforementioned Syndicate Agreement, for the purposes of the formation of the List for the appointment of the 11 Directors of HERA SpA (of which at least 4, according to the provisions of Article 17.2 (i) of the Articles of Association, must belong to the less represented gender), the shareholders have made the appointments they are entitled to make. The Chair of the Voting Syndicate Committee therefore proposes that the List for the appointment of the members of the Board of Statutory Auditors of HERA SpA be composed of the following candidates:

1. Cristian Fabbri (Chair)
2. Orazio Iacono (Chief Executive Officer)
3. Gabriele Giacobazzi (Vice Chair)
4. Monica Mondardini (Director)
5. Fabio Bacchilega (Director)
6. Gianni Bessi (Director)
7. Lorenzo Minganti (Director)
8. Milvia Mingozi (Director)
9. Grazia Ghermandi (Director)
10. Alessandro Melcarne (Director)
11. Marina Monassi (Director)

The above List takes into account the “Guidelines of the Board of Directors of HERA SpA to the Shareholders on the composition of the Board of Directors” approved by the Board of Directors on 8 February 2023.

The Voting Syndicate Committee unanimously votes in favour of the determination of the List for the appointment of the 11 members of the Board of Directors of HERA SpA as proposed by the Chair of the Voting Syndicate Committee, and delegates the same so that, in the name and on behalf of the shareholders signing the Voting Syndicate and Share Transfer Rules Agreement, it will, within the terms established by law, file the aforementioned List with the Company’s headquarters, accompanied by the documentation required by the Articles of Association of HERA SpA and by current sector legislation, and proceed to meet all of its related and consequent obligations.

The Voting Syndicate Committee unanimously voted in favour of the validity of the List of members of the Board of Directors mentioned above, for all intents and purposes, as resolved in this session, and determined that said List shall not in any case be modifiable, even if the date of the Shareholders’ Meeting of HERA SpA is postponed by amending the notice of convocation or by re-convocation, and granted a mandate to the Chair of the Voting Syndicate Committee so that, in the name and on behalf of the shareholders subscribing to the Voting Syndicate and Share Transfer Rules Agreement, said Chair may update, within the terms of the law, the documentation required by the Articles of Association of HERA SpA and by current sector legislation and, where appropriate, shall file the aforementioned List at the headquarters of the Company accompanied by the aforementioned documentation, and proceed to meet all related and consequent obligations.

Item 2) Determination of the list of candidates for the Board of Directors of HERA SpA pursuant to Article 4.3 and Article 7 of the Voting Syndicate and Share Transfer Rules Agreement.

The Chair of the Voting Syndicate Committee introduced the item on the agenda, reminding those present that the Voting Syndicate Committee is responsible, pursuant to Article 4.3 of the current “Shareholders’ Transfer Discipline and Voting Agreement”, for the adoption of resolutions relating to the determination of the List of Statutory Auditors.

The Chair also specified that, in compliance with the provisions of Article 7 of the aforementioned Agreement, for the purposes of determining the List for the appointment of 2 Statutory Auditors (at least 1

of whom, according to the provisions of Article 26.5 of the Articles of Association, shall belong to the less represented gender) and 1 Alternate Auditor, the shareholders have made the designations they are empowered to make.

The Chair of the Voting Syndicate Committee therefore proposed that the List for the appointment of the members of the Board of Statutory Auditors of HERA SpA be composed of the following candidates:

Standing Auditors:

1. Marianna Girolomini
2. Antonio Gaiani

Alternate Auditors:

3. Susanna Giuriatti.

The Voting Syndicate Committee unanimously resolved to determine the List for the appointment of the members of the Board of Statutory Auditors of HERA SpA as proposed by the Chair of the Voting Syndicate Committee, and declared that there are no agreements or links of any kind between the Shareholders presenting this List and other Shareholders who have submitted other lists. The Committee also delegated to the Chair of the Voting Syndicate Committee to file with the Company's registered office the aforementioned List, in the name and on behalf of the shareholders signing the Voting Syndicate Agreement, accompanied by the documentation required by the Articles of Association of HERA SpA and by current sectoral legislation, and to carry out all related and consequent obligations.

The Voting Syndicate Committee unanimously voted in favour of the validity of the List of members of the Board of Statutory Auditors mentioned above, for all intents and purposes, as resolved in this session, and determined that said List shall not in any case be modifiable, even if the date of the Shareholders' Meeting of HERA SpA is postponed by amending the notice of convocation or by re-convocation, and delegated the Chair of the Voting Syndicate Committee, acting in the name and on behalf of the shareholders subscribing to the Voting Syndicate Agreement, to update, within the terms of the law, the documentation required by the Articles of Association of HERA SpA and by current sector legislation and, where appropriate, to file the aforementioned List with the headquarters of the Company accompanied by the aforementioned documentation, and to carry out all related and consequent obligations.

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The meeting ended at 11:45 a.m.

The Chair of the Committee
[signed]

The Secretary
[signed]

These minutes are also signed by the Statutory Auditors, or their delegates, of the Municipality of Bologna, the Municipality of Cesena, the Municipality of Padua, the Municipality of Trieste and the Municipality of Udine, as well as the Statutory Auditors, or their delegates, of the Municipalities of Modena, Casalecchio di Reno, Ferrara, Ravenna, Imola and Rimini, respectively representing the Modena Shareholders, the Minor Shareholders of Bologna Area, Ferrara Tua SpA, Ravenna Holding SpA, WITH AMI and Rimini Holding SpA, for the express conferment, by the same, to the Chair of the Voting Syndicate Committee, of the irrevocable mandate to see to, within the terms of the law, the filing at the headquarters of the Company of the Lists for the appointment of the members of the Board of Directors and the Board of Statutory Auditors of HERA SpA as resolved by the Voting Syndicate Committee, accompanied by the documentation required by the Articles of Association of HERA SpA and by current sector legislation, as well as to the fulfilment of all related and consequent obligations, including the filing of any supplementary document of the aforementioned documentation or the re-filing of any such documents, if necessary, it being understood that henceforth the Chair's mandate shall be considered fully ratified and valid.

Modena Shareholders (Gian Carlo Muzzarelli)

Municipality of Bologna (Matteo Lepore)

Minority Shareholders Bologna Area (Massimo Bosso)

Ferrara Tua SpA (Matteo Fornasini)

Ravenna Holding SpA (Michele de Pascale)

CON.AMI (Marco Panieri)

Rimini Holding SpA (Marco Tognacci)

Municipality of Cesena (Camillo Acerbi)

Municipality of Padua (Andrea Micalizzi)

Municipality of Trieste (Roberto Dipiazza)

Municipality of Udine (Francesca Laudicina)

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA**

I, the undersigned, Cristian Fabbri, born in Forlì (FC) on 28/03/1970, residing in Bologna, [omissis] in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- a) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera S.p.A.
- b) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- c) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- d) that I do not possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully.

Date 20-02-2023

[signed]

Attachment: C.V.

Curriculum Vitae of CRISTIAN FABBRI

Personal details	
Name	CRISTIAN FABBRI
Address	
Phone	
E-mail	
Nationality	Italian
Date of birth	28 March 1970
Place of birth	Forlì
Professional Experience	
2005 - <u>today</u>	
Company name and address	Hera, Bologna/Imola
Type of company or sector	Multiutility (gas, electricity, waste management, integrated water cycle)
Role	Market Group Manager (since 2014)
Main tasks and responsibilities	<p>Responsible for the management and development of the Hera Group's energy business: production, import, trading, electricity and gas sales, energy efficiency, district heating, PV development.</p> <p>I hold executive positions in the main Group companies belonging to this Area:</p> <ul style="list-style-type: none">- Chief Executive Officer of Hera Comm (since 2009, previously Group Manager from 2006);- Chief Executive Officer of Estenergy (since 2019, when it was acquired from Ascopia);- President of Hera Comm Marche (Chief Executive Officer from 2008 to 2021). <p>Also:</p> <ul style="list-style-type: none">- Managing Director at Hera Trading;- Director at Hera Servizi Energia;- Director at Gas Rimini Servizi. <p>Over the years I have held numerous other positions on the Boards of Directors of the Group's companies.</p>
2018 - present day	
Company name and address	Confindustria Emilia Centro, Bologna
Role	President of the Facilities Supply Chain
2005- June 2006	
Company name and address	Hera, Bologna

		Role	Strategic Planning Manager:
	Main tasks and responsibilities		<ul style="list-style-type: none"> - defining the Group's strategic plan: supporting top management in defining the strategic guidelines and developing the multi-year business plan; analyzing comparable companies and the competitive context; - monitoring and supporting the implementation of the main activities aimed at achieving strategic objectives; <p>overseeing all activities related to the determination and management of tariffs and revenues from electricity and gas distribution;</p>
	2001-2005		
	Company name and address		BAIN & Company Inc., Milan
	Type of business sector		Management Consultancy
	Role		Consultant/Manager
	Main tasks and responsibilities		<p>Main responsibilities: Business plan, M&A, post merger integration, stock exchange listing, reorganization, process review and cost reduction.</p> <p>Developed in: industrial, real estate and facilities, fashion, textiles and utilities.</p> <p>Since mid-2002 the main customer has been Hera for the merger and subsequent integration process</p>
	1998-2001		
	Company name and address		ENEL Distribuzione S.p.A., Bologna
	Type of business sector		Electrical Distribution
	Main tasks and responsibilities		Controller, projects for the operational reorganization of electricity distribution at national level, operational experience in network management.
	1997-1998		
	Company name and address		ENI - Exploration and Production Division - Ravenna
	Type of business sector		Oil
	Main tasks and responsibilities		Assistant Chief Contractor for the development of the Adriatic gas fields:
	1997-1998		
	Company name and address		Ministry of Defence - Rome
	Type of business sector		Public Administration
	Role		Second Lieutenant (compulsory military service)
	Main tasks and responsibilities		Support role in managing the supply of armoured vehicles and spare parts.
	September '96 - June '97		
	Name and type of educational institution		Mattei School - Eni SpA, Milan
	Qualifications obtained		Master's in Energy and the Environmental Management and

	Economics (MEDEA)
October '89 - February '95	
Name and type of educational institution	University of Bologna
Qualifications obtained	Degree in Electrical Engineering.
Grade	100/100 with honours (degree obtained within the standard course duration and with an average exam mark of 29.5/30)
September '84 - June '89	
Name and type of educational institution	Liceo Scientifico (Scientific High School) "Fulcieri Paolucci di Caiboli", Forli
Qualification obtained	High School Diploma
Grade	60/60
LANGUAGE	ENGLISH
Reading skills	GOOD
Writing skills	GOOD
Speaking skills	GOOD
20 February 2023	[signed]

DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA

I, the undersigned, ORAZIO IACONO, born in MODICA (RG) on 23/12/1967, [omissis] in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- a) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera S.p.A.
- b) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- c) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- d) that I do not possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully.

01-03-2023

[signed]

CURRICULUM VITAE

ORAZIO IACONO

ORAZIO IACONO

He was born in Modica (Ragusa) in 1967.

Since May 2022 he has been Chief Executive Officer of the Hera Group.

He also holds the position of Director of the following Hera Group Companies: Acantho S.p.A. / Hera Comm S.p.A. / Hera Trading S.r.l. / Inrete Distribuzione Energia S.p.A.

He is a member of the Executive Committee of Hera S.p.A.

From January 2022 to May 2022 he was Chief Operating Officer for Sustainable Infrastructures of Saipem, which he joined in October 2021 in the role of Chief Operating Officer Italy.

From February 2021 to September 2021, he was Senior Advisor at Oaktree Capital Management/PwC Italy, with the task of providing strategic and specialized advice on infrastructure and technologies with a view to environmental, social and economic financial sustainability and a strong orientation towards the ESG (Environmental, Social, Governance) principles for corporate social growth.

From September 2017, he was Chief Executive Officer and General Manager of Trenitalia, a position he held until December 2020. Over the years, Trenitalia has become a European group with a turnover of about 6.5 billion euros, operating in five countries (Germany, France, Spain, UK and Greece) and is responsible for carrying out an internationalization process with the award of tenders in the UK (West Coast Franchise) and Spain for the Spanish High Speed service.

From November 2014 to September 2017 he worked in Trenitalia as Director of the Regional Passenger Division, a central structure to which all the individual regional departments report; here, he carried out an intensive restructuring process of the industrial structure and led the company (thanks also to a significant investment programme for the new regional fleet) to become a reference model.

He began his work experience in the Ferrovie dello Stato (FS) Group on 1 December 1993 and took on positions of increasing responsibility within the Italian Railway Network Company (RFI - network manager) before becoming, in 2012, Commercial Director and Network Operator. He also managed the technological development projects (among other things) in the Bologna station for activation of the high-speed rail service.

He graduated in Civil Engineering from the University of Catania with a Master's Degree in Business Administration from the M.I.P. – Milan Polytechnic School of Management

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA**

I, the undersigned, GABRIELE GIACOBazzi, born in PRIGNANO SULLA SECCHIA (MO) on 4/7/1949, [omissis] in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- a) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera S.p.A.;
- b) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- c) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- d) that I possess the independence requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- e) that I possess the independence requirements provided for by the Corporate Governance Code drawn up by the Corporate Governance Committee;
- f) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully,

MODENA, 1 March 2023

[signed]

CURRICULUM VITAE

Personal details

Name and Surname Gabriele Giacobazzi

Professional Experience

Dates (from-to) **1976/2013**

Company name and address University of Bologna

Type of company or sector University

Role Research Fellow, Post-Doctoral Researcher then temporary

Professor with the title of Associate Professor.

Main tasks and responsibilities Teaching of University Courses in subject sector ICAR 14 Civil Engineering and Architecture. Research activities in the same field

1976/2012

Freelancer in the "Politecnica Ingegneria e Architettura" firm, Design of civil works, urban planner and planner

2012/present day

Self-employed freelancer

Drafting of projects in the field of construction and urban planning, Consulting. Court-appointed expert

Education and training

Dates (from-to) 1968/1974

Name and type of educational institution University of Bologna

Main subjects / professional skills covered Faculty of Engineering

Qualifications obtained

Degree in Civil Engineering, Building Section

Level in the national classification where relevant

POSITIONS HELD IN COMPANIES/BODIES

Dates (from-to) 1981-1995

Name of company/institution Municipality of Formigine

Position held Town Councillor/Department Head

1979/2011

Politecnica Ingegneria Architettura soc. coop.

Chair

1990/2005	ANCPL National Association of Production and Labour Cooperatives Vice-president with delegation to the Engineering sector
2011/2012	OICE Confindustria Association for the Engineering Sector National President
2012/2018	Municipality of Modena Municipality Department Head (Urban Planning Public Works, Infrastructure and Mobility, Heritage)
2017/present day	Order of Engineers of the Province of Modena Chair
2020/present day	HERA SpA Vice Chair
1990/2011	Eidos Srl/ Italconscoop/Markets project/Consorzio Ingegneria per lo Sviluppo (CIPS) (Engineering Consortium)/ Consorzio Grandi Progetti (Major projects consortium) Director, Chair. Legal representative
PERSONAL SKILLS AND COMPETENCIES	Territorial development organization and planning. Conflict management in the technical and professional field. Support to decision-making processes in the public administration on territorial development processes
Acquired in the course of life and career but not necessarily recognized by official certificates and diplomas.	
LANGUAGE SKILLS	Adequate English School-level German
COMPUTER SKILLS	Use of Office suite software
ADDITIONAL INFORMATION	He has been and is a member of Building Commissions and Commissions for Architectural and Landscape Quality. He was a member of public procurement selection boards.

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA**

I, the undersigned, Monica Mondardini, born in Montescudo (RN) on 26/09/1960, [omissis] in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- a) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera SpA.
- b) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- c) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- d) that I possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) that I possess the independence requirements provided for by the Corporate Governance Code drawn up by the Corporate Governance Committee;
- f) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully,

Date 28.02.2023

Monica Mondardini

Monica Mondardini (Cesena, 1960) has been CEO of CIR since May 2013.

She graduated in Statistical and Economic Sciences from the University of Bologna.

She worked professionally in the publishing and financial sectors and gained significant experience abroad, having spent nine years in France and eleven years in Spain.

She began her career in 1985 in the Fabbri Publishing Group, participating in an international development project, which in 1989 took her to Spain. In 1990 she joined Hachette, the leading French publishing group belonging to the Lagardere group; she first directed the Spanish branch of Hachette Lune and later, in 1993, she was appointed Director of the international branch, based in Paris, and member of the Executive Committee of Hachette Livre. In this role, she managed the group's international activities, particularly in Spain and Latin America.

In 1998 she joined Generali Group as General Manager of Europ Assistance, based in Paris. Europ Assistance is a service company, including insurance, present in all the main countries of the world, a pioneer in its sector and a highly prestigious brand.

In 2001 she was appointed Chief Executive Officer of Generali Spain, based in Madrid, where she remained until the end of 2008. Generali Spain is one of the main insurance companies in the country, which originated from a complex process of acquisitions of local companies by Generali. Under her management, the companies were restructured and integrated making Generali one of the main players in the market.

In January 2009 she returned to Italy, as CEO of the publishing group L'Espresso, then a subsidiary of CIR S.p.A., which became, after its integration with Itedi (publisher of the La Stampa and Il Secolo XIX newspapers) GEDI Publishing Group, the main Italian newspaper publisher, a pioneer and leader in online information, as well as one of the largest European groups in daily and multimedia information. She was Chief Executive Officer of the company until April 2018.

In May 2013 she took up the position of Chief Executive Officer of CIR SpA. Within the CIR group she is also Chair of Sogefi and a Director of KOS.

She is also an independent director of Fiera SpA and Edenred SA. From 2010 to 2021 she was an independent director of Crédit Agricole SA.

In 2006 she received from the Comites of Madrid the "Targa alla Italianità", reserved for Italians residing in Spain who have given prestige to their country. In 2014 she was awarded by the French Embassy in Rome and by the French Chamber of Commerce in Italy as economic personality of the year in relations between the two countries. In 2016 she was awarded the title of Knight of the Legion of Honour.

Attachment: C.V.

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA**

I, the undersigned, BACCHILEGA FABIO, born in IMOLA (BO) on 01/12/1963, [omissis] in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- a) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera SpA.
- b) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- c) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- d) that I possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) that I possess the independence requirements provided for by the Corporate Governance Code drawn up by the Corporate Governance Committee;
- f) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully,

Date 20.02.2023

CURRICULUM VITAE

PERSONAL DETAILS	
Surname and Name	BACCHILEGA FABIO
Place and date of birth	IMOLA (BO) 01.12.1963
Education and training	
	Degree in Business and Economics - Alma Water Studiorum University of Bologna
	Masters in "Business Management" at SDA Bocconi School of Business Management
PROFESSIONAL ASSIGNMENTS	
To date	Chair of the Board of Directors of Fonderia C.A.B. S.r.l.
To date	Chair of the Board of Directors of Fonderia Fomar Ghisa S.r.l.
To date	Sole Director of Costruzioni Edili Residenziali Artigianali - CORA S.r.l.
OTHER ROLES	
From 2020 to date	Chair of the Board of Directors of CON.AMI - Consorzio Azienda Multiservizi di Imola . Consortium that deals with the equity management of Local Public Services facilities (water, energy and environment) and various corporate holdings.
From 2020 to date	Director of Hera S.p.A. of Bologna , a multiutility operating in the field of energy and environmental services to citizens and companies
From 2020 to date	Director of Acantho S.p.A. of Imola , a company operating in the telecommunications sector, broadband.
From 2020 to date	Director of Herambiente S.p.A. of Bologna , a company specialized in the waste treatment sector that operates on the national and international market.
From 2016 to 2020	Chair of Fondazione Cassa di Risparmio di Imola
From 2011 to 2016	Director of Fondazione Cassa di Risparmio di Imola
LANGUAGES	
Mother tongue	Italian
English	Good
Fabio Bacchilega	
Imola, February 2023	

The undersigned authorizes the processing of his personal data in accordance with current legislation.

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA**

I, the undersigned GIANNI BESSI, born in RAVENNA (RA) on 14/05/1967, residing in [omissis], in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- a) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera SpA.
- b) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- c) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- d) that I do not possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully,

Date 20.02.2023

[Signed]

European format
CURRICULUM VITAE

Personal details

Name Gianni Bessi
Address
Date of birth 14.05.1967
Nationality Italian
Marital Status
Military Service Firefighter July 1987 leave July 1988

Professional Experience

1998: employee from 3 March 1998 of Hera SpA, Registered Office Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna. Currently on leave pursuant to Article 38 of the Federambiente CCNL [National Collective Labour Agreement] and Articles 77 et seq. of Legislative Decree no. 267 of 18.08.2000. He held the position of member of the Strategic Marketing service within the General Management Department of the company Azienda Ravennate Energia Ambiente and Head of the Commercial Service of the Environmental Department.

2020 to date: Regional Councillor of Emilia-Romagna in the Legislative Assembly of the 11th Legislature, Democratic Party group - under President Bonaccini, elected in the regional elections of 26 January 2020 in the constituency of the Province of Ravenna. Within the Assembly he is a member of: Committee I - Budget, General and Institutional Affairs; Committee II - Economic Policies; Committee III - Territory, Environment, Mobility; Committee VI - Statute and Regulations. In this legislature he was rapporteur in the assembly and in the committees for several laws including the Waste Management and Pollution remediation Plan 2022-2027, the Development Plan of the Simplified Logistics Zone of Emilia-Romagna, the Three-year regional energy implementation plan 2022-2024, the provisions related to the European Law 2021 and the general report of the Emilia-Romagna region 2019.

2014 - 2020: Regional Councillor of Emilia-Romagna in the 10th Legislative Assembly (President Stefano Bonaccini), Democratic Party group, elected in the regional elections of 23 November 2014 in the constituency of the Province of Ravenna. Within the Assembly he was a member of: Committee I - Budget, General and Institutional Affairs; Committee II - Economic Policies; Committee for the Promotion of

conditions of full equality between women and men. He was Vice Chair of the Special Research and Study Committee on the so-called fake cooperatives established on 2 February 2018. He was permanently delegated by Decree no. 13 from 27 January 2015 until December 2016 to represent President Bonaccini in the Port Committee of the Port Authority of Ravenna (Law 84/1994). During the 10th Legislature he was rapporteur for a majority of several laws including those on the budget, the Decree on Renewables and the EU implementing law.

2011 - 2014 Vice-president of the Province of Ravenna (President Claudio Casadio) with delegation to: Development policies. Policies for industry, crafts and commerce. Port (He was in this period a permanent member of the Port Committee of the Port Authority of Ravenna). EU policies. Technological innovation. University, scientific research. Statistics. Equity investments (Companies, Entities, Foundations, Consortia). During this period he was a permanent delegate to the Shareholders' Meetings of: Centuria RIT Romagna Innovazione Tecnologica Soc. Cons a.r.l.; Parco delle Saline di Cervia s.r.l.; Stepra Soc. Cons. a rl; Agenda s.r.l.; Agenzia Polo Ceramico Soc. Cons. ari; Ervet S.p.a; Consorzio Agriport Ravenna Soc. Cons. a.r.l.; Società di Area Terre di Faenza; Porto Intermodale S.p.a Sapir; Fondazione Cassa di Risparmio di Ravenna; Fondazione Cassa di Risparmio e Banca del Monte di Lugo; Member of the Board of Directors of the Istituto Superiore per le Industrie Artistiche di Faenza; contact person for the Province of Ravenna for EXPO 2015 projects; Representative in the Council of Local Authorities for cooperation with developing countries pursuant to Regional Law 12/2002; standing member of the Monitoring Committee provided for by the regional operational programme for the European Regional Development Fund approved by the European Commission no. C (2007) 3875 of 7 August 2007; Member of the Coordination Board of the University of Bologna Campus.

2001 - 2011: Head of Cabinet of the President of the Province of Ravenna Francesco Giangrandi in the 2001 - 2006 and 2006 - 2011 Legislatures.

2006 - 2011 Municipal Councillor of the Municipality Ravenna of the 2006 - 2011 Legislature, elected in the list of the Ulivo political coalition. In the Municipal Council he was a member of the Environment and Transport Committee and the Electoral Committee.

2006 - 2011: By Decree of 25 July 2006 of the Ministry of Economic Development in agreement with the Ministry for Agricultural and Forestry Policies, from July 2006 to October 2010 he was Acting Commissioner of the Provincial Agricultural Consortium of Rovigo. Following the successful financial recovery of the Provincial Agrarian Consortium of Rovigo, he was elected by the shareholders' meeting as Chair of the Board of Directors of the Consortium from October 2010 to May 2011.

2000 - 2001: Ministry of Industry, Trade and Craft Trades (Minister Enrico Letta): appointed by Decree of 20 December 2000 establishing the Cabinet Office to the Technical Secretariat of the Minister of Industry, Trade and Craft Trades. Appointed to the technical secretariat with specific duties in the area of local public services and energy. During this period he was a member of the working group for the drafting of the agreement under Article 103(3) of Law no. 388 of 23 December 2000 "18-year Charter" coordinated by the Undersecretary of State Senator Stefano Passigli.

	<p>1999 - 2000 Ministry for Agricultural and Forestry Policies (Minister Paolo De Castro): appointed by Decree of 4 February 1999 and of 11 February 2000 establishing the Cabinet Office, to the Special Secretariat, the International Relations Office, the Italian National Committee of FAO and the Technical Secretariat of the Minister for Agricultural and Forestry Policies. During this period he held various positions as an expert, including that of member of: the Technical Support Group for collaboration in the planning and implementation of national agricultural policy, also in relation to the local agricultural policy; the Evaluation Group for the verification of public investments of the Ministry of Agricultural and Forestry Policies in agricultural, forestry, agri-food and fisheries matters; the sectoral table "Waste and Pollution" of the Structural Funds Programming period 2000/2006, CIPE resolution no. 140 of 22.12.98 at the Ministry of the Environment; the Working Group for the coordination of the initiatives of the Ministry of Agricultural and Forestry Policies within the "Missione Arcobaleno" [Mission Rainbow] for the emergency in Kosovo; the 4th Session of the Joint Commission between the Italian Republic and the Islamic Republic of Iran, representing the International Relations Office of the Ministry of Agricultural and Forestry Policies; the delegation of the Ministry of Agricultural and Forestry Policies to the "Codex Alimentarius Commission" (FAO - UN) held in Wellington (New Zealand) in February 1999; the Drafting Committee of the "Agricoltura" magazine; the Supervisory Committee of the Interprovincial Agricultural Consortium of Lucca and Massa Carrara; standing auditor of the Interprovincial Agricultural Consortium of Forli, Cesena and Rimini; the Supervisory Committee of the Interprovincial Agricultural Consortium of Rome and Fresinone (currently in office).</p>
Professional experience abroad	1994-1995: Internship at Confcooperative and CECOP (European confederation of industrial and service cooperatives) in Brussels (Belgium).
Education and training	1994: Degree in Political Science ALMA MATER STUDIORUM UNIVERSITY OF BOLOGNA. 1992: 6-month Erasmus scholarship at the UNIVERSITY OF LIMERICK (EIRE).
Other educational and/or professional qualifications	Journalist-publicist card no. 129537
Publications	2021 Post-Merkel. "Un vuoto che solo l'Europa può riempire." goWare publishing house, essay for the economics and finance series 2020: House of zar. "Geopolitica ed energia al tempo di Putin, Erdogan e Trump." goWare publishing house, essay for the economics and finance series. 2018: Gas naturale. "L'energia di domani." Innovative Publishing Srl. (with foreword by Prof. Giulio Sapelli). author of many speeches on energy policy and geopolitics for startmag.it, formiche.net and for other online and paper press. Since 2022, he has written articles for the newspapers of the Il Messaggero Group and other newspapers published by Il Messaggero S.p.A. He authored more than 40 features on economics and energy

On the subject of energy geopolitics, he has held several conferences, public conferences and seminars at institutions, associations, representative unions and universities.
On 17 March 2022 he held the seminar: "La geopolitica dell'energia. Il mediterraneo: un mare di gas" at the University of Bologna.

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA S.P.A.**

I, the undersigned, Lorenzo Minganti, born in BO (BO) on 12/09/1973, residing in [omissis], in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- a) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera S.p.A.
- b) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- c) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- d) that I possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) that I possess the independence requirements provided for by the Corporate Governance Code drawn up by the Corporate Governance Committee;
- f) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully,

1 March 2023

[Signed]

Attachment: C.V.

PERSONAL DETAILS

Name **Lawyer LORENZO MINGANTI Ph.D.**

Date of birth 12 September 1973

WORK Lawyer/legal consultant since 2004, specialized in administrative law, public contracts and urban development law; consultant to public bodies and private companies.

Member of the Board of Directors of Hera spa (2020-2023)

Member of the Board of Directors of AESSION - Agenzia Energia e Sviluppo Sostenibile (2015-2023)

Drafter/consultant on municipal urban planning legislation (2007-2023)

Head of the Mobility Sector of the Municipality of Padua (2021-2022)

Consultant for CNA Nazionale (Italian Confederation of Craft Trades and Small- and Medium-Sized Enterprises) on procurement contracts (2017-2022)

Chairman of Se.ra srl - local catering company (2016-2022)

Advisor to the Head of the Regional Department of the Territory for Veneto (2016-2019) for Veneto (2016-2019)

Mayor of the Municipality of Minerbio (2009-2019)

Member of the Management Committee of the Emilia Orientale Park Authority (2015-2018)

Member of the Metropolitan Council of Bologna, with delegated powers for the environment and agriculture (2014-2016)

Head of the Urban Planning Department of the Municipality of Minerbio (2002-2009)

Author of legal publications on administrative, urban planning and public procurement law, including co-author of the commentary to the Cedam procurement code.

Speaker and lecturer at conferences and seminars.

EDUCATION AND TRAINING

Degree in Law (1101);

Degree in contemporary history (110L);

Degree in politics, administration and organization (110L);

PhD in Law and Economics

Research grant recipient in EU law and European energy policy

I hereby authorize the processing of my personal data in accordance with the General Data Protection Regulation 679/16.

I hereby declare under my own responsibility, pursuant to Articles 46 and 47 of Presidential Decree 445/200, fully aware of the criminal liability and sanctions laid down by applicable provisions against those who make false declarations in lieu of certification and that any benefits deriving from the measure issued on the basis of such declarations may be withdrawn, that the information provided in this CV is true (I enclose a valid ID document)

1 March 2023

Lawyer Lorenzo Minganti PhD

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA**

I, the undersigned, Mingozi Milvia, born in Ferrara (FE) on 17/08/1955, [omiss] in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- g) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera SpA.
- h) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- i) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- j) that I possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- k) that I possess the independence requirements provided for by the Corporate Governance Code drawn up by the Corporate Governance Committee;
- l) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully,

1 March 2023

Milvia Mingozi
[Signed]

Attachment: C.V.

European format	
CURRICULUM VITAE *	
PERSONAL DETAILS	
Name	MINGOZZI MILVIA
	BOOKKEEPER - ACCOUNTANT - AUDITOR
Address	
Phone	
E-mail	
Website	
Nationality	Italian
Date of birth	17/08/1955-Ferrara
Education and training	<ul style="list-style-type: none"> - <i>BOOKKEEPING DIPLOMA - ISTITUTO LEOPARDI FERRARA.</i> - <i>QUALIFICATION EXAMINATION FOR THE PROFESSION OF CHARTERED ACCOUNTANT</i> - <i>MASTER'S DEGREE IN ECONOMICS AND FINANCE UNIVERSITY OF BOLOGNA</i> - <i>MASTER'S DEGREE IN COMPANY LAW AT THE L. PACIOLI FOUNDATION - ROME</i> - <i>MASTER'S DEGREE IN BANKING LAW AT THE ASSOCIAZIONE SOCIETÀ DI CREDITO - ROMA</i> - <i>BUSINESS PARTNER "SOLE24 ORE" TAX AND BANKING MATTERS.</i>
Professional experience	<ul style="list-style-type: none"> * Since 1991, Registered in the Order of Chartered Accountants and Accounting Experts of the Province of Ferrara under no. 191/A, specializing in the field of financial statements analysis, evaluation of companies and management control of companies in the service industry. * Practice of the profession of Accountant, Statutory Auditor and Labour Consultant with a firm in Ferrara. * Registered in the Register of Statutory Auditors at the Ministry of Economy and Finance under no. 76265, published in Official Gazette no. 45 of 8/6/1999. * Registered in the Register of Technical Consultants of the Court of Ferrara since 1995 for tax, banking and social security matters. * Member of the Steering Committee of the Association "S.o.s. Utenti", with registered office in Rome, whose purpose is the defense of users in relations with Banking Institutions, from 2004 to 2011. * Standing Auditor of the Niccolini Foundation of the Cassa di Risparmio di Ferrara, from 2004 to 2010. * Standing Auditor of the municipally-owned company A.M.L., transport and mobility company for the Municipality of Ferrara from 2004 to 2010. * Chair of the Board of Statutory Auditors of the Municipality-owned Company AFM - Municipal Pharmacies of the Municipality of Ferrara, from 2003 to 2010.

- * Technical-administrative and tax consultant since 2009 of the Teatro Nuovo di Ferrara.
- * Director and Treasurer of the “Ferrara Musica” Association - Teatro Comunale di Ferrara, since 2021
- * Standing Auditor of “FERRARA SERVIZI SPA” for a three-year period, 2021-2023, municipally-owned company of the Municipality of Ferrara.

I, the undersigned, agree, pursuant to Legislative Decree no. 196/03 of Regulation (EU) No 679/2016 to the processing of my personal data.

Ferrara, 27 February 2023

Milvia Mingozzi

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA**

I, the undersigned, GRAZIA GHERMANDI, born in MODENA (MO) on 3/4/1954, [omissis], in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- a) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera SpA.
- b) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
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- d) that I do not possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) that I possess the independence requirements provided for by the Corporate Governance Code drawn up by the Corporate Governance Committee;
- f) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully,

Modena, 1 March 2023

[Signed]

Grazia Ghermandi, born in Modena on 3 April 1954, graduated in Geological Sciences in 1977 from the University of Modena. She is a Full Professor of Health and Environmental Engineering in the Department of Engineering "Enzo Ferrari" of the University of Modena and Reggio Emilia.

At UNIMORE, she was a member of the Board of Directors, President of the Courses of Study in Environmental Engineering, Deputy Director of the Department of Mechanical and Civil Engineering. Since 2015, she has been the University representative to the Network of Universities for Sustainable Development (RUS-CRUI), since 2019 a Delegate of the University for Sustainability, since 2021 Unimore representative to the National PhD programme for Sustainable Development and Climate Change.

She carries out teaching activities on the three-year undergraduate and Master's degree courses in Civil and Environmental Engineering, where she teaches Environmental Health Engineering, and on the teaching board of the PhD in Industrial and Territorial Engineering. The current research activity concerns the dynamics and impact of air pollutants, with the application of simulation models at local and urban micro-scale and air quality monitoring. She participated in the EU TRAFAIR project (<http://trafair.eu/>). She is WP leader for the Erasmus+

U-GREEN project ([https://erasmus-](https://erasmus-plus.ec.europa.eu/projects/search/details/2021-1-ES01-KA220-HED-000031988)

[plus.ec.europa.eu/projects/search/details/2021-1-ES01-KA220-HED-000031988](https://erasmus-plus.ec.europa.eu/projects/search/details/2021-1-ES01-KA220-HED-000031988)), participates in the EU UNIGreen project: AGR-EU network (<https://unigreen-alliance.eu/>), was local project manager for PRIN 2006, 2001, 1996, 1995 and participated in PRIN 2010-2011 and 1999. In the past she was responsible for research projects in the field of glaciology and global climate change (PNRA and GRIP (ESF)) and as part of the project for the Safeguarding of the Venetian Lagoon System, studying the circulation of heavy metals in the lagoon. She is scientific head for agreements with ARPAe ER and was previously for agreements with ISPESL, CNR, CNR/GNDI. Since 1988 she has been in charge of the FISAMB-MO experiment at the AN-2000 accelerator of the INFN Laboratories in Legnaro (PD). From 2005 to 2020 she was in charge of GRITT and is now a participant in INTERMECH-MORE.

She is an editor and guest editor of international magazines.

She is a Corresponding Member of the National Academy of Sciences, Letters and Arts in Modena.

In 2010 and 2013 she was appointed expert witness by the Public Prosecutor's Office (Civil Court of Bologna) producing an expert report in case R.G. 18717/09 as well as a report in cases R.G. 2730/11 and 13757/11 on the impact on air quality of PM10 emissions from the construction site for the new high-speed railway station in the Bologna urban section of the HS MI-NA line and from ancillary works.

Since 2015 she has been a Director of the Board of Directors of the Modena Foundation. From 2017 to 2019 she participated as UNIMORE representative in the discussion for the drafting of the explanatory report on the Sustainable Urban Mobility Plan - PUMS - of the Municipality of Modena

In 2017 she was involved - as Director of the Modena Foundation - in the work of the survey on DEMOGRAPHIC SCENARIOS AND HOUSING DEMAND IN THE MUNICIPALITY AND PROVINCE OF MODENA, carried out by CRESME Ricerche Spa - ROMA with the Municipality of Modena.

From 2020 to 2022, she participated on behalf of UNIMORE, a stakeholder of the Municipality of Modena, in the EU Zero Carbon City URBACT project.

Her scientific work is accessible in the Scopus and ISI databases. The complete list is available on the personal page (<http://personale.unimore.it/rubrica/pubblicazioni/ghermandi>)

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA**

I, the undersigned, Alessandro Melcarne, born in Latina (LT) on 21/06/1984, [omissis] in my capacity as candidate for appointment as a member of the Board of Directors of Hera SpA, with registered office in Viale Carlo Berti Pichat no. 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376.

HEREBY DECLARE

- m) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera SpA.
- n) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- o) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- p) that I do not possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- q) that I possess the independence requirements provided for by the Corporate Governance Code drawn up by the Corporate Governance Committee;
- r) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully,

1 March 2023

[Signed]

Alessandro Melcarne

Curriculum Vitae
(Updated 1 March 2023)

EconomiX - UMR 7235 - CNRS
University Paris Nanterre
200 avenue de la République, 92001 Nanterre Cedex 1
Batiment G - Maurice Alliais, Bureau 313E

CURRENT EMPLOYMENT

Maitre de Conférences (Associate Professor) of Economics Université Paris Nanterre (Nanterre, France)	2016-present
Research Fellow EconomiX - CNRS & Université Paris Nanterre (Nanterre, France)	2016-present

ACADEMIC RESEARCH EXPERIENCE

Visiting Professor DiGSPES - University of Eastern Piedmont (Alessandria, Italy)	spring 2022
Visiting Professor University of Padua (Padua, Italy)	spring 2021
Visiting Professor DiGSPES - University of Eastern Piedmont (Alessandria, Italy)	autumn 2020
Visiting Professor - DiGSPES - University of Eastern Piedmont (Alessandria, Italy)	autumn 2017
Post-doctoral Research Fellow DiGSPES - University of Eastern Piedmont (Alessandria, Italy)	2015-2016
Research Fellow “Luigi Einaudi” Center for Research and Documentation (Turin, Italy)	2015-2016
Research Assistant. Waseda University (Tokyo, Japan)	2015
Research Assistant, University of Eastern Piedmont (Alessandria, Italy)	2013
Visiting Scholar, Cornell University (Ithaca, NY, United States)	2012-2013

RESEARCH GRANTS (PI)

French National Research Agency (ANR)	2017-2020
<i>Young Researcher Grant</i> - Project: LIJ-XXI, “Labor Institutions & the Judiciary in the XXI century” (PI, 70,000 euros)	
Einaudi Center for Research and Documentation	2015
“Alberto Musy” research grant - Project: JEDI, “Judicial Efficiency and its Determinants in Italy” (PI, 11,000 euros)	

EDUCATION

PhD in Economics, University of Turin (Italy)	2015
Law Degree , University of Padua (Italy)	2011
Summer School in Advanced Econometric Tools for Economic Analysis, University of Naples “L’Orientale” (Italy)	2013
Summer School in Law & Economics, University of Hamburg (Germany)	2013

SCHOLARSHIPS AND AWARDS

French Ministry of Education	2019-2022
<i>Excellence Award for Research and Doctoral Supervision (PBDR)</i>	
University of Eastern Piedmont & Compagnia di San Paolo Found.	2015-2017
<i>Post-doctoral Research Fellowship</i>	
Italian Society of Law and Economics Annual Conference	2014
<i>“Brenno Galli” Award for the most promising young scholar</i>	

Doctoral Meeting of Montpellier	2014
<i>Shortlisted for best paper award</i>	
University of Eastern Piedmont “Amedeo Avogadro”	2013
<i>“Market of Scholarly Publishing” Research Grant</i>	
INPS - Italian National Institute of Social Security	2012-2014
<i>Doctoral Grant</i>	

DOCTORAL SUPERVISION

Supervisor:

Luca Antonio Esposito (University Paris Nanterre)

Referees:

Roe Sarel (Frankfurt Business School, 2018), Judy Song (University of Turin, 2019), Svitlana Zadorozhna (University of Turin, 2020).

TEACHING EXPERIENCE

University Paris Nanterre (France):

Current

E-Justice & Big Data (24 hours, grad, 1st semester)	2020-present
Introduction to Law & Economics (30 hours, undergrad, 2nd semester)	2016-present
Economics of Judicial Institutions (32 hours, grad, 2nd semester)	2020-present
Econometrics (16 hours, undergrad, 2nd semester)	2021-present
<i>Previous</i>	
Taxation & Redistribution (18 hours, undergrad, 1st semester)	2020-2021
Political Economy (24 hours, undergrad, 1st semester)	2016-2020
Economics of Contracts (40 hours, grad, 1st semester)	2016-2020
Introduction to Law & Economics (48 hours, undergrad, 2nd semester)	2016-2020
Economics of Public-Private Partnerships (20 hours, grad, 2nd sem.)	2016-2020

University of Turin (Italy):

Economics of Judicial Institutions (10 hours, PhD)	2022-present
Political Economy (10 hours, PhD)	2018-2021
Applied Mathematics for Social Sciences (10 hours, TA grad)	2015-2016

University of Eastern Piedmont (Italy):

Industrial Economics & Organization (30 hours, grad)	2022-present
Public Economics & Public Policy (30 hours, undergrad)	2020-present
Economic Analysis of Medical Liability (10 hours, grad)	2015

ADMINISTRATIVE DUTIES

Elected member of EconomiX’s Research Council (*Conseil de Laboratoire*)

University Paris Nanterre (France) 2020-present

Elected member of the CCD-Economie Disciplinary Advisory Board

(Committee Consultatif de Discipline)

University Paris Nanterre (France) 2017-present

Economics Department International Relations Coordinator

University Paris Nanterre (France) 2016-present

Co-organizer of the LIEN Seminar (Law, Institutions and Economics in Nanterre)

University Paris Nanterre (France) 2016-2022

PUBLICATIONS

Articles in Refereed Journals:

- (i) “Prosecutors, judges and sentencing disparities: Evidence from trafficking offenses in France”, *International Review of Law and Economics* (2022), 71, 106077; with B. Monnery and F.C. Wolff.
- (ii) “Fake but Original. Japanese Food in Southeast Asian Countries”, *European Journal of Law and Economics* (2022), 54(2), 327-347; with K. Domon and G.B. Ramello.
- (iii) “Is justice delayed justice denied? An empirical approach”, *International Review of Law and Economics* (2021), 65, 105953; with G.B. Ramello and

R. Spruk.

- (iv) “Justice without romance. The history of the economic analyses of judges’ behavior - 1960-1993”, *Journal of the History of Economic Thought* (2020), 42(2), 261-282; with A. Marciano and G.B. Ramello.
- (v) “Bankruptcy Delay and Firms’ dynamics”, *Small Business Economics* (2020), 54, 405-419; with G.B. Ramello.
- (vi) “Digital piracy in Asian countries”, *Journal of Industrial and Business Economics* (2019), 46(1), 117-135; with K. Domon and G.B. Ramello.
- (vii) “The economic importance of judicial institutions, their performance and the appropriate way to measure them”, *Journal of Institutional Economics* (2019), 15(1), 81-98; with A. Marciano and G.B. Ramello.
- (viii) “Careerism and Judicial Behavior”, *European Journal of Law and Economics* (2017), 44(2), 241-264.
- (ix) “Judicial Independence, Judges’ Incentives and Efficiency,” *Review of Law and Economics*, (2015), 11(2), 149-169; with G.B. Ramello.
- (x) “Judicial Efficiency and Entrepreneurs’ Expectations on the Reliability of European Legal Systems”, *European Journal of Law and Economics* (2015) 40, 75-94; with R. Ippoliti and G.B. Ramello.
- (xi) “The impact of judiciary efficiency on entrepreneurial action: a European perspective,” *Economic Notes*, (2015), 44(1), 57-74; with R. Ippoliti and G.B. Ramello.

Chapters in Books:

- (xii) “Are judges harsher with repeat offenders? Evidence from the European Court of Human Rights,” in *Selection and Decision in Judicial Process Around the World: Empirical Inquiries*, (2019); Cambridge University Press; with E. Langlais and G.B. Ramello.
- (xiii) “Judicial Decision-Making,” in *Encyclopedia of Law & Economics*, (2018); New York: Springer Science+Business Media B.V.

Book Reviews:

- (xiv) “Lee Epstein, William M. Landes and Richard A. Posner: The behavior of federal judges: a theoretical and empirical study of rational choice”, *European Journal of Law and Economics* (2017), 43(3), 559-561.

Articles in Italian:

- (xv) “Il comportamento dei giudici da una prospettiva economica: un’analisi empirica”, *Quaderni di Biblioteca della libertà* (2016), 1, Luigi Einaudi Research and Documentation Center (ISBN 978-88-909417-3-3).
- (xvi) “Le aziende ‘zombie’ sono fra noi: si salvi chi puo (dal giudice fallimentare)!”, *Agenda Liberale* (2016), Luigi Einaudi Research and Documentation Centre.

EDITORIAL ACTIVITY

Editor

European Journal of Comparative Economics

Guest Editor

International Review of Law & Economics special issue on the “Economic Analysis of Litigation” (2021), link.

Referee

- Academic journals: Applied Economics, Computer Law & Security Review, Economics Bulletin, European Journal of Comparative Economics, European Journal of Law & Economics, European Journal of Political Economy, Government Information Quarterly, International Journal for Court

Administration, International Review of Law & Economics, Journal of Economics & Management Strategy, Journal of Economic Surveys, Journal of Empirical Legal Studies, Journal of Institutional Economics, Quarterly Review of Economics and Finance, Review of Law & Economics, Revue d'économie politique, Social Indicators Research, Small Business Economics, Southern Economic Journal.

- Research Institutions: Research Foundation - Flanders (FWO), Netherlands Organization for Scientific Research (NWO).

CONFERENCE ORGANIZER

2022

Economic Analysis of Litigation Workshop (University of Turin)
European Association of Law & Economics (EALE) Annual Conference (area organizer, Lisbon Nova School of Law)

2021

Economic Analysis of Litigation Workshop (online)

2020

Economic Analysis of Litigation Workshop (online)
Public Private Partnerships and Infrastructure Investments: a Law and Economics Perspective (University Paris Nanterre & University of Padua)
French Society of Law and Economics (online, University Paris Nanterre)

2019

Economic Analysis of Litigation Workshop (University of Granada)
Law & Economic Policy International Workshop (University Paris Nanterre)

2018

Economic Analysis of Litigation Workshop (Bucerius Law School)

2017

Economic Analysis of Litigation Workshop (University Paris Nanterre)
European Association of Law & Economics (EALE) Annual Conference (area organizer, University of Liverpool)

2016

Economic Analysis of Litigation Workshop (University of Montpellier)
Italian Society of Law and Economics (University of Turin)

2015

Economic Analysis of Litigation Workshop (University of Turin)
Bankruptcy Institutions, Corporate Insolvency and Entrepreneurship Workshop (University of Turin)

2014

Economic Analysis of Litigation Workshop (University of Catania)

CONFERENCES

2022

Italian Law & Economics Society Conference (SIDE), LUMSA University (Palermo, Italy); French Society of Law and Economics (University of Montpellier, France); Economic Analysis of Litigation Workshop (University of Turin, Italy).

2021

Italian Law & Economics Society Conference (SIDE), University of Trento (Italy); Workshop on the Law and Economics of Illicit Trades, Waseda University (Japan - online); Italian Economists Society Annual conference, (online); Bolivian Conference on Development Economics (online); Spanish Association of Law & Economics (AEDE), (online); Economic Analysis of Litigation Workshop (online); French Economists Association (AFSE), University of Lille (France - online); CRIEP Seminar, University of Padua (Italy - online).

2020

Italian Law & Economics Society Conference (SIDE - online); Judicial Politics Workshop, University of Ljubljana (Slovenia - online); French Law & Economics Society Conference (AFED), University Paris Nanterre (France - online); Economic Analysis of Litigation Workshop (online).

2019

Italian Society of Law & Economics (SIDE), University of Milan (Italy); German

Law & Economics Association (GLEA), Hanover University (Germany); Spanish Association of Law & Economics (AEDE), Catolica Porto Business School (Portugal), 6th Economic Analysis of Litigation Workshop, University of Granada (Spain)

2018

European Association of Law & Economics Annual Conference (EALE), University of Milan Bicocca (Italy); Society for Institutional and Organizational Economics Annual Conference (SIOE), HEC Montreal (Canada), 5th Economic Analysis of Litigation Workshop, Bucerius Law School (Germany), French Economists Association (AFSE), Paris School of Economics (France).

2017

Conference of the Empirical Legal Studies Society (CELS), Cornell University (USA); European Association of Law & Economics (EALE) Annual Conference, University of Liverpool (UK); German Law & Economics Association (GLEA), Marburg University (Germany); Spanish Association of Law & Economics (AEDE), University Carlos III of Madrid (Spain); Ath Economic Analysis of Litigation Workshop, University Paris Nanterre (France); Public Choice Society (PCS), New Orleans (USA).

2016

Italian Society of Law & Economics (SIDE), University of Turin (Italy); French Law & Economics Society Conference (AFED), University of Paris II (France); French Economics Society Conference on Public Policy Evaluation (AFSE), French Finance Ministry (France); Italian Economists Society Conference (SIE), Bocconi University (Italy); European Association of Law & Economics (EALE) Annual Conference, University of Bologna (Italy); European Association of Comparative Economics (EACES) Biennial Conference, University of Regensburg (Germany); 3rd Economic Analysis of Litigation Workshop, University of Montpellier (France); Micro-Macro Determinants of Growth in Emerging Economies Conference, University College London (United Kingdom); Italian Society of Industrial Economics (SIEPI), University of Florence (Italy).

2015

Italian Society of Law & Economics (SIDE), University of Naples (Italy); Japanese Economic Policy Association (JEPA), Tovo University (Japan); Bankruptcy Institutions, Corporate Insolvency and Entrepreneurship Workshop, University of Turin (Italy); Italian Economists Society Conference (SIE), University of Naples Parthenope (Italy); Workshop on Political Economy, Silvaplana (Switzerland); Economic Analysis of Litigation Workshop, University of Turin (Italy); World Conference on Comparative Economics (WCCE), University of Rome III (Italy); Spanish Association of Law & Economics (AEDE), University of Santander (Spain); Entrepreneurship and Firm Demography Workshop, Sodertorn University (Sweden); European Public Choice Society (EPCS), University of Groningen (Netherlands); Workshop on Insolvency, University of Paris Ouest-Nanterre La Defense (France).

2014

Italian Society of Law & Economics (SIDE), University of Rome "La Sapienza" (Italy); ZEW Conference on National Systems of Entrepreneurship; ZEW (Germany); International Doctoral Meeting of Montpellier (DMM) in Economics, Management and Finance, University of Montpellier (France); European Association of Law & Economics (EALE), University of Aix-en-Provence (France); European Association of Comparative Economics (EACES); Corvinus University of Budapest (Hungary); Polis Summer Seminar, University of Eastern Piedmont (Italy); Spanish Association of Law & Economics (AEDE), University of Malaga (Spain); Economic Analysis of Litigation Workshop, University of Catania (Italy); European Workshop in Law & Economics, University of Erfurt (Germany); European Public Choice Society (EPCS), University of Cambridge (UK); European Master in Law & Economics (EMLE) Workshop, University of Bologna (Italy); Polis Winter Seminar, University of Eastern Piedmont (Italy).

2013

Italian Society of Law & Economics (SIDE), University of Lugano (Switzerland);

Polis Fall Seminar, University of Eastern Piedmont (Italy); Regulations, Entrepreneurship and Firm Dynamics Workshop, Swedish Entrepreneurship Forum (Sweden); European Workshop in Law & Economics, University of Erfurt (Germany).

MEMBERSHIPS

European Society of Law & Economics, European Public Choice Society, European Society of Comparative Economics, Italian Society of Law & Economics, Italian Economists Society, French Society of Law & Economics, Public Choice Society, Society for Empirical Legal Studies, French Economists Society, Society for Institutional and Organizational Economics.

NON-ACADEMIC PROFESSIONAL EXPERIENCE

Executive Committee

HERA SpA 2018-present

Board of Directors

HERA SpA & HERA COMM SRL 2017-present

Vice Chair

ConfServizi Veneto 2018-2022

Board of Directors

HERA Luce S.R.L. 2017-2018

SKILLS

Computer: Stata, Latex, Python, Microsoft Office

Languages: Italian (native), English (excellent), French (excellent), German (basic)

**DECLARATION OF IRREVOCABLE ACCEPTANCE OF THE OFFICE
OF MEMBER OF THE BOARD OF DIRECTORS OF HERA SpA**

I, the undersigned, Marina Monassi, born in Taranto (TA) on 5/09/1953, resident [omissis], in my capacity as a candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat n. 2/4 - 40127 Bologna, registered in the Bologna Register of Companies under no. 04245520376,

HEREBY DECLARE

- a) that I accept, as of now and irrevocably, in the event of appointment, the office of member of the Board of Directors of Hera SpA.
- b) that I am not aware of the existence of any reasons for my ineligibility and/or forfeitures provided for by Article 2382 of the Italian Civil Code, or of disqualification from the office of director adopted against me in a Member State of the European Union;
- c) that I possess the integrity requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998;
- d) that I do not possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) that I possess the independence requirements provided for by the Corporate Governance Code drawn up by the Corporate Governance Committee;
- f) that I possess the requirements established by the Corporate Governance Code drawn up by the Corporate Governance Committee.

I, the undersigned, undertake, if requested, to produce the appropriate documentation to confirm the truthfulness of the information provided, and to promptly notify any changes in the content of this declaration.

I, the undersigned, authorize the use of my data pursuant to the current legislation on privacy.

A copy of my identity document and a curriculum vitae are attached hereto for the above purposes.

Yours faithfully,

2 March 2023

[Signed]

PERSONAL DETAILS	
Name and Surname	MARINA MONASSI
Address	
Nationality	Italian
Place of birth	Taranto, 5 September 1954
GSM	
E-mail	
Certified Mail	
EDUCATION AND TRAINING	
Years (1968 to 1972)	High school diploma in classical studies at the "Liceo Classico T. Mamiani" in Rome.
Years (1972 to 1976)	Degree in Biology from La Sapienza University of Rome with a score of 110/110.
Dates (1979 to 1983)	Winner of public competition based on qualifications and tests organized by the Prime Minister's Office. Winner of the 14th Recruitment course for High-ranking civil servants organized by the Prime Minister's Office - Public Administration School.
Year 1995	Auditor under Ministerial Decree of the Ministry of Justice of 21.04.1995.
Year 2000	Member of the Friuli Venezia Giulia Association of Journalists - Special List.
PROFESSIONAL EXPERIENCE	
(from 05/2019 to 07/2022)	Member of the Board of Directors of AcegasApsAmga SpA
(from 11/2018 to 12/2020)	External auditor for the Friuli Venezia Giulia Local Authorities
(from 06/2018)	Chair of the Board of Statutory Auditors of: Trieste Trasporti SpA
(from 06/2018 to 12/2020)	Alternate Auditor of: Poste Tributi SpcA in liquidation
(from 05/2018)	Auditor of: Postel S.p.A.
(from 04/2017)	Alternate auditor of: Leonardo S.p.A
(from 2011 to 2015)	Chair of the Single Board of Statutory Auditors of Aziende Territoriali per l'Edilizia Residenziale Friuli Venezia Giulia - ATER President of the Port Authority of Trieste - Via von Bruck 3 - 34143 TRIESTE <ul style="list-style-type: none"> - In the four-year period 2011-2015, the Port of Trieste recorded a +80% increase in container traffic and became with over 56 million tonnes (including liquid bulk) the leading Italian cargo port and the 10th in Europe (EUROSTAT). - All financial years ended with significant administrative surpluses. - Implementation of development projects including the logistics platform (1st phase - Euro 132 million).

	<ul style="list-style-type: none"> - the Port of Trieste employs 3,400 people directly, while downstream businesses employ about 10,000 people in the entire Friuli-Venezia Giulia region.
Dates (2006 to 2011)	<p>General Manager of AcegasAps SpA of Trieste - a listed Multiutility Company. The powers granted to the General Manager are summarized below, as set forth in the AcegasAps business registration certificate filed with the Chamber of Commerce, Industry, Handicraft and Agriculture of Trieste:</p> <ul style="list-style-type: none"> - carry out the resolutions adopted by the Board of Directors, manage the Company structure within the scope of the powers established by the Italian Civil Code; - represent the Company before all public and private Authorities, Bodies and Offices; - represent the Company in dealings with Ministries, Prefectures, Regions and Provinces, and with Municipalities and Police Headquarters also for the purpose of obtaining concessions, licenses, authorizations or other permits; - keep and sign the Company correspondence; - conclude, execute, modify and terminate all types of contracts; - undertake and implement all activities and tasks required by applicable legislation;
Type of company or sector	<p>hire and terminate employment relationships with office and manual workers, collect sums due to the Company and make payments.</p> <p>Multiutility company, listed on the stock exchange, AcegasAps SpA group:</p> <p>Employees: 1,731</p> <p>Total revenues: € 476,965 million</p> <p>Gross operating margin € 95.1 million</p> <p>Total revenues: € 476,965 million</p> <p>Gross operating result: € 44.9 million</p> <p>Net profit: € 10.7 million</p> <p><u>Group Subsidiaries:</u></p> <p>AcegasAps Service; CST; Recycle; Estenergy, NestEnvironment; Nestenergy; Rilagas; Sil; Synergie.</p>
Dates (2006 to 2011)	<p>Vicepresident of Unicredit Corporate Banking S.p.A. - Member of the Internal Control & Risks Committee of Unicredit Corporate Banking SpA - Member of the Executive Committee of Unicredit Corporate Banking SpA Member of the Board of Directors of Federambiente Member of the Board of Directors of the Trieste International Foundation for the Progress and Freedom of Science</p>
Dates (2004 to 2006)	<p>President of the Port Authority of Trieste - Via von Bruck 3 - 34143 TRIESTE</p>
Dates (2002 to 2006)	<p>Vice Chair of the Board of Directors of Zagrebacka Banka - Bank of Zagreb (Unicredit Group)</p>

Dates (2001 to 2006)	Chair and Chief Executive Officer of Adriafer S.r.l. Sole Director of Porto Vecchio S.r.l.
Dates (2001 to 2004)	Administrative and Financial Director of the Trieste Port Authority - President
Dates (1999 to 2002)	Board of Auditors "Cassa di Risparmio SpA" of Trieste
Dates (1996 to 2003)	Member of the Maritime Transport Commission "Italian Section of the International Chamber of Commerce"
Dates (1996 to 1998)	National Coordinator of the General Secretaries of the Port Authorities
Dates (1995 to 1998)	Statutory Auditor "Società Autovie Venete SpA" of Trieste
Dates (1995 to 1998)	Member of the Board of Directors "Ente Zona Industriale di Trieste"
Dates (1994 to 1998)	General Manager of the Autonomous Authority of the Port of Trieste then General Secretary of the Port Authority of Trieste
Dates (1991 to 1994)	Director of the Fiumicino Pilot Centre for Sea Protection - Central Inspectorate for Sea Protection - Ministry of the Merchant Navy
Dates (1986 to 1993)	Senior official of the Ministry of Merchant Navy
Dates (1985 to 1993)	Member of the Board of Auditors of "Compagnia Portuale di Olbia"
Dates (1984 to 1989)	Member of the Board of Auditors of "Consorzio Autonomo del Porto di Civitavecchia"
Dates (1984 to 1986)	Cabinet of the Ministry of the Merchant Navy - Head of the Special Secretariat of the Minister
MAIN PROFESSIONAL ASSIGNMENTS FROM 1986 TO 1994: NATIONAL AND INTERNATIONAL PUBLICATIONS, COURSES, CONFERENCES AND MEETINGS	
Dates (1986 to 1991)	During my service at the Maritime State Property and Ports Directorate, I gained considerable experience in the field of " State maritime concessions " and in the field of tourist marinas, also handling the related legal disputes;
1991	Member of the ANAS Testing Commission for the construction of the 3rd lane from Milan to Binasco 1 in phase;
1991	Original work "The VTS system: Implementation aspects for an integrated economic-environmental management of activities related to the use of the sea in the Mediterranean context", presented at the conference "Work Automation and transport systems" (Trieste 23-25 June);
1992	Original work "The Italian Policy for the Defence of Sea: VTS for Environmental Protection and the activity of the Fiumicino Pilot Centre for Sea Protection", presented at the VII International Symposium in VTS material (Vancouver, Canada , 6-12 June 1992);

1992	Rapporteur on "The role of the Merchant Navy in the control of the sea", as director of the Pilot Centre for Sea Protection, at the work of Januachem '92 (25-30 1992);
1993	Publication entitled: " <i>Attività all'avanguardia a difesa dell'ecosistema</i> " published in the Coast Guard periodical no. 2/3 of 1993;
	Member of the Commission for Italian participation in the activities of the UNESCO Intergovernmental Oceanographic Commission;
	Member of the Technical Scientific Advisory Committee for the Pilot Centre for Sea Protection;
	Member of the Committee for the Implementation of the conventions concluded by MURST with CNR, ICRAM, ISS, ENEA for research and experimentation activities for the protection of the Adriatic Sea (L. 57/)= and L: 405/90);
	Expert member of the Commission for the Study of the reserve and importance of monitoring interventions in areas of special interest: " The Environmental Impact Assessment " organized by the Environmental science School "Castallia", 4 to 10 October 1993;
	Publication in no. 1, Year 2 - January 1991 of Tribuna Biologica e Medica entitled: " <i>Inquinamento marino: risultati e problemi emersi in tre anni di studio</i> ";
	Presentation of two original scientific publications at the X National Congress of the Italian Oceanology and Limnology Association on 4/6 November in Alassio entitled: " <i>Tyrrhenian Shelf Experiment (Crociera HOPI Agosto 1991): Analisi preliminare di oceanografia fisica</i> ";
	<i>"Tyrrehenian Shelf Experiment (Crociera HOPI Agosto 1991): Analisi preliminare sulla distribuzione di nutrienti, biomassa fitoplanica, sostanza organica particellata"</i> ;
	Publication: " <i>Programma per un'azione di monitoraggio ambientale nella tenuta Presidenziale di Castelporziano</i> ". Delivered on 20 April 1993 (by the Presidency of the Republic);
	Publication entitled: " <i>Attività all'avanguardia a difesa dell'ecosistema</i> " published in the Coast Guard periodical no. 2/3 of 1993.
	Manager in charge of monitoring the existing agreement between the Central Inspectorate for the Protection of the Sea and the Friuli Venezia Giulia Region for monitoring coastal marine waters (21.12.1989).

Manager in charge of monitoring the agreement in force at the time between the Central Inspectorate for the Protection of the Sea and the **Veneto Region** for monitoring coastal marine waters (23.12.1989);

Manager in charge of monitoring the agreement in force at the time between the Central Inspectorate for the Protection of the Sea and the **Apulia Region** for monitoring coastal marine waters (18.12.1989);

Manager in charge of monitoring the agreement in force at the time between the Central Inspectorate for the Protection of the Sea and the **Sicily Region** for monitoring coastal marine waters (19.12.1990);

Member of the Technical-Administrative Office established under the agreements concluded by the Commissioner in charge of the Adriatic Sea, pursuant to Law no. 57/1990;

Responsible for controlling the performance and activities covered by the agreement 28.12.1990 Ministry of the Merchant Navy/University of Pavia;

Member of the Testing Commission for the contract signed on 29.3.1991 with R.T.I. T.S. Tecnospamec for the recovery of the toxic cargo of vessel Alessandro Primo which sank 1.2.1991 off the coast of Molfetta (Ministerial Decree of the Ministry of the Merchant Navy dated 4.7.1991);

Member of the Testing Commission for a precast concrete production plant (concession 38309/00/001 Project 47954/CI) of the Italian Agency for the Development of Southern Italy;

Secretary of the Selection Committee for the recruitment of an administrative officer, level VIII of the Ministry of the Merchant Navy, published by Ministerial Decree of 7 December 1991;

Secretary of the public selection procedure for 13 administrative officials, grade VIII of the Merchant Navy, published by Ministerial Decree of 4.12.1992;

Member of the Selection Committee for the recruitment of typists, announced by Ministerial Decree of 7 December 1991;

Member of the Working Group for the drafting of research proposal of the second phase of the Adriatic Sea Programme for the Ministry of University and Scientific Research;

Member of the Scientific Committee of the journal "Tribuna Biologica e Medica" of the Italian Red Cross, Central Laboratory;

Winner of the “Sea Award” for merits acquired in the field of maritime research for sea protection, by CITAC (Italian Tourism and Culture Centre) in Fiumicino on 28.10.1992;

Speech at the Conference organized by ICRAM in Genoa on 4.7.1992: *“Mediterraneo e Caraibi: due mari in pericolo. Sversamenti accidentali di idrocarburi ed emergenza causata dalle alghe”*;

Participation in the meeting of the Italo - Croatian - Slovenian Commission for the Protection of the Adriatic Sea held on the Brijuni Islands on 14 and 15 April 1993;

Participation in the meeting on the problems of the Adriatic Sea held in Rovinj (Croatia) on 27, 28 and 29 April 1993;

Participation in the round table *“Puglia 1993: emergenza mare?”*, held in Bari on 11.5.1993;

MOTHER TONGUE	ITALIAN
Other languages	English Fluent
	FRENCH Satisfactory
Driving license(s)	B driving license
Sports	Sailing; horse riding; tennis; skiing.

I, Marina Monassi, aware that - pursuant to Article 76 of Presidential Decree no. 445/2000 - false declarations, forgery and use of false documents are punishable under the Criminal Code and under the laws of the Italian Republic, declare that the information provided herein is true. I, the undersigned, with regard to the processing of personal data, hereby give my consent to the processing of such data in accordance with the purposes and methods set out in EU Regulation 2016/679 and Legislative Decree no. 196/2003, as amended by Legislative Decree no. 101/2018.

Trieste, 2 March 2023

Marina Monassi