

Esteemed  
Hera S.p.A.  
Viale Berti Pichat no. 2/4

**Purpose: Shareholders' meeting of Hera S.p.A. of 29<sup>th</sup> April 2020  
List of candidates for the post of members of the Board of Directors.**

With this letter, the Chairman of the Shareholders' Committee pursuant to the "Shareholder's voting agreement and regulations governing share transfers" of 26<sup>th</sup> June 2018, currently in force between 111 public shareholders of Hera S.p.A., owing to the mandate conferred in annex sub. 2, is presenting the following list for the appointment of the members of the Board of Directors of Hera S.p.A., according to the terms and conditions detailed in the Shareholders' Meeting Notice of Call.

To this end it is here specified that the proposing Shareholders are listed in annex sub 1. and that the same hold no. 619,396,602 Hera shares overall, amounting to 41.58% of the share capital.

**List of candidates for election to the Board of Directors  
- Shareholders' Meeting of Hera S.p.A. of 29<sup>th</sup> April 2020 –**

1. Tomaso Tommasi di Vignano
2. Stefano Venier
3. Gabriele Giacobazzi
4. Monica Mondardini
5. Fabio Bacchilega
6. Danilo Manfredi
7. Lorenzo Minganti
8. Manuela Cecilia Rescazzi
9. Marina Vignola
10. Alessandro Melcarne
11. Federica Seganti

18<sup>th</sup> March 2020

In faith.

**The Chairman of the Shareholders' Committee**  
(Gian Carlo Muzzarelli)  
*(document digitally signed)*

Please find attached:

1. Personal data of the shareholders presenting the list;
2. An extract of the Minutes of the Shareholders' Committee

and for each candidate:

1. Statement of irrevocable acceptance of the position;
2. Certification of the lack of any grounds for ineligibility and/or forfeiture;
3. Certification of possession of the good standing requirements established for the members of the Board of Statutory Auditors;
4. A statement detailing the possession of the independence requirements set out for Auditors under art. 148, paragraph 3 of Italian Legislative Decree no. 58/1998 and those foreseen by the Self-Regulation Code drafted by the Corporate Governance Committee of Borsa Italiana S.p.A.;
5. Certification of the possession of the requirements set out by the Corporate Governance Code drafted by the Corporate Governance Committee of Borsa Italiana S.p.A.;
6. Copy of identity document and Curriculum Vitae containing all personal and professional details.

SHAREHOLDERS PRESENTING THE LIST

MUNICIPALITY OF BOLOGNA

MUNICIPALITY OF CASALECCHIO DI RENO

MUNICIPALITY OF CESENA

MUNICIPALITY OF MODENA

MUNICIPALITY OF PADOVA

MUNICIPALITY OF TRIESTE

MUNICIPALITY OF UDINE

CON.AMI

HOLDING FERRARA SERVIZI S.R.L.

RAVENNA HOLDING S.P.A.

RIMINI HOLDING S.P.A.

**Minutes of the Meeting of the Shareholders' Committee  
held on 18<sup>th</sup> March 2020**

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Today 18<sup>th</sup> March 2020 at 10.30 am at the premises of HERA S.p.A. – Viale Berti Pichat, 2/4 – Bologna the following persons are in attendance:

- Gian Carlo Muzzarelli – Modena Shareholders (6 votes assigned)
  - Davide Conte - Municipality of Bologna (7 votes assigned)  
(delegated by Municipality of Bologna deed no. 115604 of 17<sup>th</sup> March 2020)
  - Massimo Bosso – Minority shareholders of the Bologna Area (2 votes assigned)
  - Alan Fabbri - Holding Ferrara Servizi S.r.l. (1 vote assigned)
  - Michele de Pascale - Ravenna Holding S.p.A. (5 votes assigned)
  - Nicola Izzo - CON.AMI (6 votes assigned)
  - Paolo Faini - Rimini Holding S.p.A. (1 vote assigned)  
(delegated by Municipality of Rimini deed no. 77966 of 17<sup>th</sup> March 2020)
  - Camillo Acerbi - Municipality of Cesena (1 vote assigned)  
(delegated by Municipality of Cesena deed no. 36225 of 16<sup>th</sup> March 2020)
  - Andrea Micalizzi - Municipality of Padova (3 votes assigned)  
(delegated by Municipality of Padova deed of 2<sup>nd</sup> March 2020)
  - Roberto Dipiazza - Municipality of Trieste (3 votes assigned)
  - Francesca Laudicina - Municipality of Udine (2 votes assigned)  
(delegated by deed of the Municipality of Udine on 26<sup>th</sup> February 2020)
- all linked by video-conference.

The meeting is chaired by Mr. Gian Carlo Muzzarelli, assisted by Ms Mila Fabbri, acting as secretary.

The notice of call, sent to all the members of the Committee, pursuant to art. 4.2.6 of the Shareholders' Agreement, foresees the following agenda:

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**2) Designation of the Candidate List for the Board of Directors of Hera S.p.A. pursuant to art. 4.3 and art. 6 of the Shareholders' Agreement.**

**3) Designation of the Candidate List for the Board of Statutory Auditors of Hera S.p.A. pursuant to art. 4.3 and art. 7 of the Shareholders' Agreement**

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**Item th2) Designation of the Candidate List for the Board of Directors of Hera S.p.A. pursuant to art. 4.3 and art. 6 of the Shareholders' Agreement**

The Chairman introduces the issue on the agenda by reminding those in attendance that the Shareholders' Committee, pursuant to art. 4.3 of the "Shareholders voting agreement and regulations governing share transfers" of 26<sup>th</sup> June 2018, is required to approve the selection of the List of Directors.

He thus informs the meeting that, in compliance with the provisions of art. 6.1 of the aforementioned Shareholders' Agreement, for the purpose of drafting the List for the appointment of the 11 Directors of Hera S.p.A. (of which at least 4, according to the provisions of the new art. 17.2 (i) of the Articles of Association, belonging to the less represented gender), the shareholders have proceeded to make the designations that fall within their remit.

The Chairman therefore proposes that the List for the appointment of the members of Hera S.p.A.'s Board of Directors be made up of the following candidates:

1. Tomaso Tommasi di Vignano
2. Stefano Venier
3. Gabriele Giacobazzi
4. Monica Mondardini
5. Fabio Bacchilega
6. Danilo Manfredi
7. Lorenzo Minganti
8. Manuela Cecilia Rescazzi
9. Marina Vignola
10. Alessandro Melcarne
11. Federica Seganti

The MUNICIPALITY of Bologna points out that the candidate Lorenzo Minganti has been identified within the context of the second level shareholders' agreement, with the abstention, of the Municipality of Minerbio, which is equivalent to disagreement, given Minganti's former role as Mayor of the Municipality of Minerbio, with the latter viewing the above conduct as being consistent with the principles upheld by Italian Legislative Decree no. 39/2013.

The Shareholders' Committee, by unanimous vote, approves the List for the appointment of the 11 members of the Board of Directors of Hera S.p.A. as put forward by the Committee Chairman and has delegated the same so that, in the name and on behalf of the shareholders that have undersigned the

Shareholders' Agreement, he may take steps, within the deadline set by law, to deposit said list at the Company premises, accompanied by the documentation required by Hera S.p.A.'s Articles of Association and the current sector regulations, as well as complying with all connected and ensuing fulfilments. Bearing in mind the current situation related to the Covid 19 epidemic emergency and its unforeseeable developments, the Shareholders' Committee, by unanimous vote, has decided that the aforementioned List of the members of the Board of Directors is valid in all respects as decided in this meeting and in any case may not be changed, even if the date of the HERA S.p.A. Shareholders' Meeting were postponed as a result of a change of the notice of call or through a new notice of call, granting a mandate to the Chairman of the Shareholders' Committee so that he may, in the name and on behalf of the shareholders that have underwritten the Shareholders' Agreement, take steps to update, in accordance with the law, all documentation required by HERA S.p.A.'s Articles of Association and by the current sector regulations and if necessary proceed to deposit the aforementioned list at the premises of the company once again, along with the aforementioned documentation and carry out all necessary and ensuing fulfilments.

**Item 3) – Designation of the Candidate List for the Board of Statutory Auditors of Hera S.p.A. pursuant to art. 4.3 and 7 of the Shareholders' Agreement.**

The Chairman introduces the item on the agenda by reminding those in attendance that the Shareholders' Committee, pursuant to art. 4.3 of the "Shareholders voting agreement and regulations governing share transfers" stipulated on 26<sup>th</sup> June 2018, is required to approve the selection of the List of Statutory Auditors. He further specifies that, in compliance with the provisions of art. 7 of the aforementioned Shareholders' Agreement, for the purpose of establishing the List for the appointment of 2 standing auditors (of which at least 1, according to the provisions of art. 26.5 of the Articles of Association, belonging to the less represented gender) and 1 alternate Auditor, the shareholders have proceeded to make the designations that fall within their remit.

The Chairman therefore proposes that the List for the appointment of the members of the Board of Statutory Auditors be made up of the following candidates:

**Standing Auditors:**

1. Marianna Girolomini
2. Antonio Gaiani

**Alternate Auditors:**

3. Valeria Bortolotti

The Shareholders' Committee, by unanimous vote, approves the List for the appointment of the members of the Board of Statutory Auditors of Hera S.p.A as put forward by the Committee Chairman and states that no agreements or connections of any kind exist between the shareholders presenting this List and other shareholders who may have presented other lists. The Committee further delegates the Committee

Chairman so that, in the name and on behalf of the shareholders who have underwritten the Shareholders' Agreement he may, in accordance with the law, deposit at the company's premises the aforementioned List, along with the documentation required by the Articles of Association of HERA S.p.A. and current sector regulations, as well as carrying out all connected and ensuing fulfilments.

Bearing in mind the current situation related to the Covid 19 epidemic emergency and its unforeseeable developments, the Shareholders' Committee, by unanimous vote, has decided that the aforementioned List of the members of the Board of Statutory Auditors is valid in all respects as decided in this meeting and in any case may not be changed, even if the date of the HERA S.p.A. Shareholders' Meeting were to be postponed as a result of a change of the notice of call or through a new notice of call, granting a mandate to the Chairman of the Shareholders' Committee so that he may, in the name and on behalf of the shareholders that have underwritten the Shareholders' Agreement, take steps to update, in accordance with the law, all documentation required by HERA S.p.A.'s Articles of Association and by the current sector regulations and if necessary proceed to deposit the aforementioned list at the premises of the company once again, along with the aforementioned documentation and carry out all necessary and ensuing fulfilments.

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The meeting ends at 11.15 am.

The Committee Chairman  
(Mr. Gian Carlo Muzzarelli)  
*(deed digitally signed)*

The Secretary  
(Ms Mila Fabbri)  
*(deed digitally signed)*

These minutes are also digitally signed by the Mayors or their proxies, of the Municipality of Bologna, the Municipality of Cesena, the Municipality of Trieste, the Municipality of Udine and the Municipality of Padova, the special Commissioner or his/her proxy, in representation of CON.AMI, as well as the Mayors or their proxies, of the Municipalities of Modena, Ferrara, Ravenna, Rimini and Casalecchio di Reno, representing respectively the Modena Shareholders, Holding Ferrara Servizi S.r.l, Ravenna Holding S.p.A., Rimini Holding S.p.A. and the Minority Shareholders of the Bologna Area, for the purpose of expressly conferring, by the same, to the Chairman of the Shareholders' Committee the irrevocable mandate to proceed, within the terms foreseen by law, to the deposit of the Lists at the company premises for the appointment of the Board of Directors and the Board of Statutory Auditors of HERA S.p.A. as decided by the Shareholders' Committee, along with the documentation required by the Articles of Association of HERA S.p.A. and current sector regulations, as well as fulfilling all connecting and ensuing obligations, including therein the deposit of all integrating documentation to said documentation or the renewal, if necessary, of the relative deposits, with his operation deemed valid and approved as of now.

CON.AMI (Nicola Izzo)

*(deed digitally signed)*

Municipality of Bologna (Davide Conte)

*(deed digitally signed)*

Bologna Area Minority Shareholders (Massimo Bosso)

*(deed digitally signed)*

Holding Ferrara Servizi S.r.l (Alan Fabbri)	<i>(deed digitally signed)</i>
Ravenna Holding S.p.A. (Michele De Pascale)	<i>(deed digitally signed)</i>
Rimini Holding S.p.A. (Paolo Faini)	<i>(deed digitally signed)</i>
Municipality of Cesena (Camillo Acerbi)	<i>(deed digitally signed)</i>
Modena Shareholders (Gian Carlo Muzzarelli)	<i>(deed digitally signed)</i>
Municipality of Padova (Andrea Micalizzi)	<i>(deed digitally signed)</i>
Municipality of Trieste (Roberto Dipiazza)	<i>(deed digitally signed)</i>
Municipality of Udine (Francesca Laudicina)	<i>(deed digitally signed)</i>



**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, Tomaso Tommasi di Vignano, born in Brescia (BS), Italy on 14<sup>th</sup> July 1947,  
in his capacity as  
candidate to the office of member of Hera S.p.A.'s Board of Directors, with headquarters in Viale Carlo Berti  
Pichat 2/4 – 40127 Bologna, enrolled care of the Bologna Companies' Register under No. 04245520376,

**HEREBY DECLARES**

- a) that he accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera's S.p.A.'s Board of Directors;
- b) that he is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that he is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that he is not in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998 and the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- e) that he is in possession of the requirements established by the corporate governance code drawn up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

13<sup>th</sup> March 2020

Signature

Att. as above.

## **CURRICULUM VITAE**

### **Tomaso Tommasi di Vignano**

Born in Brescia in 1947.

Graduated in law at 23 years of age, married with two children, lives in Rome.

He started his working career with Sip S.p.A., in the HR sector, where in 1989 he began to cover the role of HR Director of the Group (80,000 employees).

Between December 1992 and May 1994, he was appointed, as Chief Executive Officer of Iritel S.p.A., to transform the old state-owned company into the new company which was to be founded subsequently with Telecom Italia, concluding the restructuring of the Company in just 18 months.

Between 1994 and 1997 he covered the role of General Manager of Telecom Italia, as Manager of the International Division and of the Business Clientele and Residential Customers Divisions.

In 1997, as Chief Executive Officer of STET, he achieved the merger of the company with Telecom Italia (Group of 126,000 individuals and sales turnover of US\$ 24 billion).

As from 1997 he was appointed as Chief Executive Officer of Telecom Italia and guided the process for complete privatisation of the Group.

Between 1999 and 2002 he covered the role of Chief Executive Officer of the multiutility company ACEGAS S.p.A. and handled the process for privatisation of the company, by means of stock market listing.

As from November 2002 he was at the helm of the Hera Group and in the capacity of Executive Chairman he managed the process for the listing of the Company, which occurred in June 2003.

The Group has capitalisation of around Euro 5.8 billion, sales turnover of approximately Euro 6.9 billion and more than 8,900 employees.

*I authorise the processing of the personal data contained in my Curriculum Vitae pursuant to Italian Legislative Decree No. 196/2003 and EU Reg. 2016/679 ("GDPR")*

**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, Stefano Venier, born in Udine (UD), Italy on 3<sup>rd</sup> April 1963,  
in his capacity as candidate to the  
office of member of Hera S.p.A.'s Board of Directors, with headquarters in Viale Carlo Berti Pichat 2/4 – 40127  
Bologna, enrolled care of the Bologna Companies' Register under No. 04245520376,

**HEREBY DECLARES**

- a) that he accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera's S.p.A.'s Board of Directors;
- b) that he is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that he is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that he is not in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998 and the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- e) that he is in possession of the requirements established by the corporate governance code drawn up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

16<sup>th</sup> March 2020

Signature

Att. as above.

## **CURRICULUM VITAE**

### **Stefano Venier**

Born in Udine in 1963.

Graduated in Information Sciences, with a Master in Energy Management care of the E. Mattei graduate school (Milan).

He commenced his work experience in May 1987 in Zanussi as assistant to the manager for the control of production planning in the Washing machine division, seeing to industrial automation and the project for the realisation of the leading automated factory at European level.

Between 1989 and 1996 he joined Eni – Enichem with roles of increasing responsibility: Strategic Planning Assistant, Market Analysis Manager and subsequently manager of the Strategic Projects unit. Within the sphere of the various appointments, he saw to the development of the presence of the company in Eastern European countries, the development of production Joint Ventures in Asia, the rationalisation of the asset portfolio by means of M&A transactions and the development of the Group's strategic plans.

As from 1996 he joined the managerial advisory firm A.T. Kearney, where he worked in particular in the Energy, Utilities and Telecommunications sectors; in 2002 he undertook the role of Vice President of Energy & Utilities. In the capacity of consultant, he followed projects linked to strategic planning, M&A, rationalisation and optimisation of operations/services, launch of new activities in line with the process for progressive deregulation and corporate separation outlined for the sector. The main Utility companies for which he worked include Enel, Edison, Terna, a number of international operators and he has also worked for prolonged periods for Wind and Fiat.

Between 2004 and 2008 he was Director of Business Development and Strategic Planning for the Hera Group and as from 1<sup>st</sup> January 2009 *ad interim* Director of the same, now entitled "Business Development and Investees Division".

Since July 2008 he has been Director of the General Development and Market Division of the Hera Group, on which, in line with the Group's organisational changes, the following depended: the Planning and Control activities, Energy Risk Control and Analysis as well as the Business development and Asset Upstream Division and the strategic Planning and Regulatory Affairs Division.

Since April 2014 he has been Chief Executive Officer of Hera S.p.A..

*I authorise the processing of the personal data contained in my Curriculum Vitae pursuant to Italian Legislative Decree No. 196/2003 and EU Reg. 2016/679 ("GDPR")*

**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, GABRIELE GIACOBAZZI, born in PRIGNANO SULLA SECCHIA (MO), Italy on 4<sup>th</sup> July 1949, in  
his capacity as candidate to the office of member of Hera S.p.A.'s Board of Directors, with headquarters in  
Viale Carlo Berti Pichat 2/4 – 40127 Bologna, enrolled care of the Bologna Companies' Register under No.  
04245520376,

**HEREBY DECLARES**

- a) that he accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera's S.p.A.'s Board of Directors;
- b) that he is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that he is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that he is in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998;
- e) that he is in possession of the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- f) that he is in possession of the requirements established by the corporate governance code drawn up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

Modena, Italy, 19<sup>th</sup> March 2020

Signature

Att. as above.

## Professional resume of Gabriele Giacobazzi

Born in Prignano sulla Secchia in the Province of Modena on 4<sup>th</sup> July 1949.

He graduated in Civil Engineering, Construction section, care of Bologna University in 1974 and has been enrolled in the register of Engineers of the Province of Modena under No. 796 since 1976.

He did his military service as an Alpine Engineer's Officer, taking part in the first emergency measures following the earthquake in Friuli in 1976.

As from 1976 he became a research fellow, following the national Competition, then Researcher, at Bologna University and he lectured there, under a fixed-term commitment basis, holding courses of the ICAR 14 disciplinary sector (Architecture and Architectonic Composition 4) with the title of Adjunct Professor until 2013.

He is currently temporary Professor care of Modena University (Town Planning Technique and Technical Architecture Courses).

Up until 2012 he participated in and directed Companies of Professionals in the field of Engineering and Architecture (Politecnica Ingegneria ed Architettura, Consorzio Grandi Progetti, Progetto Mercati, Consorzio Ingegneria per lo Sviluppo, ItalConsCoop, Eidos, etc...).

He has been Chairman of the O.I.C.E., National Confindustria Association of the Engineering and Economic Consultancy sector.

He has been Councillor of the Modena Municipal Authority with delegated powers for Town Planning and Territorial Planning (from 2012 to 2014) and subsequently for Public Works, Mobility and Infrastructures (from 2014 to 2018).

Since September 2017 he has been chairman of the Professional Association of Engineers of the province of Modena and, since April 2018, Co-ordinator of the Federation of the Professional Associations of Engineers for Emilia Romagna.

He has carried out professional activities in the Town Planning and Construction sectors directing or co-ordinating numerous projects such as:

Zoning General Plan for the Municipality of Agrigento; New venue of the CNA Provincial Offices in Modena (with A.Sola); Clinical Institutes in the S. Sofia LRO for the Catania University Hospital; Plan for the Archaeological and Landscape Park of the Valley of Temples; Zoning General Plans for the Municipalities of Montecreto and Lama Mocogno; Fiorano, S Damaso, Sacca and Via F.lli Rosselli Neighbourhood Shopping Centres in Modena; K1 Business Centre (Product Procurement Centre for Cottage Industry) in Modena; Detailed Plans and Urban Implementation Plans (P.U.A.) in various municipalities (Maranello, Lama, Agrigento...); Extension and renovation of the Comprehensive Institute "Silvio D'Arzo" in Montecchio Emilia; Unitary Valorisation Project (P.U.V.) for the Abandoned Military Areas in the Municipality of Bologna; Restoration of the Coppi Mill in Maranello for the creation of a restaurant and hotel; Feasibility studies for Urban Transformation Companies in Udine, Vignola; General Review of the ZGP of the Municipality of Marano; Feasibility study for the Milan South freight village for EIDOS s.p.a.; Municipal Building Regulation for Riolunato, Lama Mocogno.

He has co-ordinated the organisational project for the documentation preparation service concerning building amnesty for the Florence Municipal Authority (around 60,000).

He has co-ordinated the work group set up between the Department of Architecture and Area Planning of Bologna University and the Municipality of Mirandola for the Public Participation phase in the launch of the process for the drafting of the new Municipal Structural Plan.

He has drawn up Real Estate and Movable Asset Appraisals within bankruptcy proceedings for various clients.

He has taken part in Assessment Commissions within public procedures for the adjudication of Engineering and Architecture and Public Works Services involving the most economically advantageous bid.

He has obtained the title of Civil Facilitator care of the Area Family Academy.

He is enrolled care of the National Register of the Members of the Selection Board of the A.N.A.C.

He has taken part in building commissions of the Municipalities of Formigine, Lama Mocogno, Marano sul Panaro. Since December 2019 he has been chairman of the Commission for Architectonic Quality and the Landscape of the Municipality of Prignano sulla Secchia.

He has drawn up analytical investigations and general indexing on Cultural Heritage for the Municipalities of Lama Mocogno and Polinago.

He currently carries out planning and advisory activities in the infrastructural, construction, town planning and real estate field.

s/Gabriele Giacobazzi

Modena, 20<sup>th</sup> February 2020

**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, Monica Mondardini, born in Montescudo (RN), Italy on 26<sup>th</sup> September 1960  
in her capacity as  
candidate to the office of member of Hera S.p.A.'s Board of Directors, with headquarters in Viale Carlo Berti  
Pichat 2/4 – 40127 Bologna, enrolled care of the Bologna Companies' Register under No. 04245520376,

**HEREBY DECLARES**

- a) that she accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera's S.p.A.'s Board of Directors;
- b) that she is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that she is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that she is in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998;
- e) that she is in possession of the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- f) that she is in possession of the requirements established by the corporate governance code drawn up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

17<sup>th</sup> March 2020

Signature

Att. as above.



Monica Mondardini, 59 years old, graduated from Bologna University in Statistics and Economics.

She has carried out her professional activities in the editorial and financial sectors and has gained important experience abroad, having lived for nine years in France and eleven years in Spain.

She started her career in 1985 in Gruppo Editoriale Fabbri, participating in an international development project, which in 1989 took her to Spain.

In 1990 she joined Hachette, the leading French editorial group belonging to the Lagardere group; first of all, she ran the Spanish branch of Hachette Livre and subsequently, in 1993, was appointed as Director of the international branch, with headquarters in Paris, and member of the Executive Committee of Hachette Livre. In this role she supervised the foreign activities of the group, present in particular in Spain and Latin America.

In 1998 she joined the Generali Group, as General Manager of Europ Assistance, with headquarters in Paris. Europ Assistance is a service company, including insurance-related services, present in all the main countries of the world, pioneer in the sector in which it operates and a very prestigious brand.

In 2001 she was appointed as Chief Executive Officer of Generali Spagna, with headquarters in Madrid, where she remained until the end of 2008. Generali Spagna is one of the leading insurance companies in the country; it is the result of a structured process of acquisitions of local insurance companies by Generali and in the period she was present the insurance companies were reorganised and integrated making Generali one of the leading players in the market.

In January 2009 she returned to Italy, as Chief Executive Officer of Gruppo Editoriale L'Espresso, which had become, after the merger with Itedi (publisher of the La Stampa and Il Secolo XIX newspapers), GEDI Gruppo Editoriale, the leading Italian newspaper publisher, pioneer and leader in online information, as well as one of the main European groups involved in daily and multimedia information. She was Chief Executive Officer of the company until April 2018.

As from May 2013 she undertook the role of Chief Executive Officer of CIR S.p.A., a holding company which controls Sogefi S.p.A., of which she is the Chairperson, GEDI Gruppo Editoriale, of which she is Deputy Chairperson, and KOS S.p.A., of which she is a Director.

She is also an independent director of Crédit Agricole S.A..

In 2006 she received the "Targa all'italianità" from the Comites of Madrid, reserved for Italian residents in Spain who have brought prestige to their country. In 2014 she was awarded by the French Embassy in Rome and the French Chamber of Commerce in Italy the title of business personality of the year in dealings between the two countries. In 2016 she was decorated with the title of Knight of the Legion of Honour.

**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, FABIO BACCHILEGA, born in Imola (BO), Italy on 1<sup>st</sup> December 1963  
in his capacity as candidate  
to the office of member of Hera S.p.A.'s Board of Directors, with headquarters in Viale Carlo Berti Pichat 2/4  
– 40127 Bologna, enrolled care of the Bologna Companies' Register under No. 04245520376,

**HEREBY DECLARES**

- a) that he accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera's S.p.A.'s Board of Directors;
- b) that he is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that he is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that he is in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998;
- e) that he is in possession of the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- f) that he is in possession of the requirements established by the corporate governance code drawn up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

11<sup>th</sup> March 2020

Signature

Att. as above.

**Fabio Bacchilega**

**PROFESSIONAL APPOINTMENTS**

Chairman of the Board of Directors of Fonderia CAB S.r.l.

Chairman of the Board of Directors of Fonderia FOMAR GHISA S.r.l.

Sole Director of “Immobiliare Riqualificazione Edile - IRE S.r.l.”

Sole Director of “Costruzioni Residenziali Artigianali” – CORA S.r.l.”

**OTHER APPOINTMENTS**

Chairman of Fondazione Cassa di Risparmio di Imola since 13<sup>th</sup> June 2016

Chairman of the “Comparto Imola” Advisory Board of the Eurizon Fund

Inst. Solutions FCP SIF . Diversified Allocation 2

Born in Imola (BO) on 1<sup>st</sup> December 1963

**EDUCATION**

Degree in Business Studies – Almer Mater Studiorum Bologna University

Master in “Business Management” care of the SDA Bocconi Business School

**LANGUAGES**

Mother tongue: Italian

English: good

Updated as of 31<sup>st</sup> December 2020

Signed

**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, **DANILO MANFREDI**, born in **FORLI' (FC)** Italy on **10<sup>th</sup> September 1965** in his capacity as candidate to the office of member of Hera S.p.A.'s Board of Directors, with headquarters in **Viale Carlo Berti Pichat 2/4 – 40127 Bologna**, enrolled care of the Bologna Companies' Register under No. **04245520376**,

**HEREBY DECLARES**

- a) that he accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera's S.p.A.'s Board of Directors;
- b) that he is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that he is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that he is in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998;
- e) that he is in possession of the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- f) that he is in possession of the requirements established by the corporate governance code draw up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

Ravenna, 16<sup>th</sup> March 2020

Signature

Att. as above.

Europass  
**Curriculum Vitae**

**Personal details**

**Name / Surname**

DANILO MANFREDI

**Place and date of birth**

Forlì (FC), 10.09.1969

**Professional experience**

Date	From 15.11.1996 – ongoing
Employment or position covered	Lawyer, enrolled with the Bar Association of the Province of Ravenna
Main activities and responsibilities	Mercantile law, civil law, banking law, bankruptcy law, real estate, M&A, contract law, debt collection, due diligence activities
Type of activities or sector	Partner of a firm of professionals
Date	From foundation of the firm of professionals, January 2004 – on-going
Employment or position covered	Senior Associate
Name and address of employer	HERA SPA
Type of activities or sector	Multiutility company in the environmental, energy, integrated water service, gas, district heating, service sectors
Date	From April 2014 – on-going
Employment or position covered	Board Director
Name and address of employer	HERA LUCE SRL
Type of activities or sector	Public lighting, smart city, management and safety of civic mobility
Date	From April 2014 – on-going
Employment or position covered	Chairman of the Board of Directors
Name and address of employer	HERA TRADING SRL
Type of activities or sector	Wholesale gas and electricity markets, thermoelectric asset commercial management
Date	From April 2017 – on-going
Employment or position covered	Chairman of the Board of Directors

**Education and training**

Date	April 2019
Qualification obtained	Corporate arbitration – Attendance certificate
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna – Fondazione Flaminia Via Alfredo Baccharini 27, 48121 Ravenna RA
Date	April 2019
Qualification obtained	Accelerated Masters in banking law – Day attendance certificate dated 5 <sup>th</sup> April 2019
Name and type of organisation providing education and training	Form & Lex Via Gagarin 167, 61122 Pesaro

Date	July 2017
Qualification obtained	Work and services tenders – contracts, judicial aspects, professional figures, joint and several responsibility and workers’ safety, practical cases and materials. Attendance certificate
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna – Fondazione Flaminia Via Alfredo Baccharini 27, 48121 Ravenna RA
Date	January 2017
Qualification obtained	Cybercrimes. Attendance certificate
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna – Fondazione Flaminia Via Alfredo Baccharini 27, 48121 Ravenna RA
Date	September 2016
Qualification obtained	Business Crisis and responsibility
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna – Fondazione Flaminia Via Alfredo Baccharini 27, 48121 Ravenna RA
Date	May 2016
Qualification obtained	Advanced vocational training school – Waste management. Attendance certificate.
Name and type of organisation providing education and training	Labelab srl Via del Rondone 3 – 40122 Bologna (BO) – Ecoricerche srl Via Regina Pacis 94, 41049 Sassuolo (MO)
Date	March – May 2015
Qualification obtained	Masters in corporate restructuring and bankruptcy proceedings, Attendance certificate.
Name and type of organisation providing education and training	IPSOA – Wolters Kluwer Italia, Road 1 Building F 6 20090 Milanfiori Assago (MI).
Date	May 2014
Qualification obtained	Service concessions and in-house providing models
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna – Fondazione Flaminia Via Alfredo Baccharini 27, 48121 Ravenna RA
Date	November 2013
Qualification obtained	Compound interest and usury in banking transactions; civil and criminal problems, Attendance certificate
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna
Date	July 2013
Qualification obtained	Sovereign debt crisis and first interpretation of the so-called “Decreto del Fare” concerning Prior arrangement with creditors. Attendance certificate.
Name and type of organisation providing education and training	Maggioli Editore Via del Carpino 8 47822 Santarcangelo di Romagna (RN).
Date	June 2013
Qualification obtained	Italian limited liability concerns (srl), new and old problems. Attendance certificate.
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna

Date	June 2012
Qualification obtained	Bankruptcy law – Business rent in bankruptcy proceedings. Attendance certificate
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna
Date	June 2012
Qualification obtained	Shareholders’ loans in favour of Italian limited liability concerns (srl). Attendance certificate.
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna
Date	March 2012
Qualification obtained	Financial statements as a tool for business diagnosis and prognosis. The restructuring and/or write-off of the debt. The reorganisation of businesses in crisis. Attendance certificate.
Name and type of organisation providing education and training	Ida Group srl Via Piemonte 39/A 00187 Rome
Date	November 2011 – February 2012
Name and type of organisation providing education and training	Euroconference Via Enrico Fermo 11 37315 Verona
Date	May 2011
Qualification obtained	International mercantile law. International contracts, negotiation problems and drafting techniques, Attendance certificate.
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna
Date	April 2011
Qualification obtained	Labour law after the new legislation “Associate”. Attendance certificate.
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna
Date	March 2011
Qualification obtained	Real estate taxation. Attendance certificate.
Name and type of organisation providing education and training	Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna
Date	September 2009
Qualification obtained	Civil law. The Consumers’ Code. Attendance certificate. Bar Association of Ravenna Via G. Falcone 67, 48124 Ravenna
Name and type of organisation providing education and training	
Date	May 2009
Qualification obtained	Joint stock company law. Attendance certificate.
Name and type of organisation providing education and training	IPSOA – Wolters Kluwer Italia, Road 1 Building F 6 20090 Milanfiori Assago (MI).

Date October 1993  
 Qualification obtained Law degree. Grade 102/110  
 Name and type of organisation Bologna University Alma Mater Studiorum, Via Zamboni 33, 40126  
 providing education and Bologna  
 training  
 Date July 1988  
 Qualification obtained Scientific high school leaving certificate 56/60  
 Name and type of organisation State Scientific Grammar school A. Oriani, Via Cesare Battisti 2 –  
 providing education and 48121 Ravenna  
 training

**Personal skills and expertise**

Mother tongue Italian  
 Other languages English  
 Self-assessment Comprehension Spoken  
 Written  
 European level (\*) Listening Reading Oral interaction Oral production  
 B B B B B  
 1 1 1 1 1

(\*) Common European reference framework for languages

**Social and organisational skills and expertise**

Determination, problem solving aptitude and ability to handle situations of potential conflict of interest, used to operating and adopting decisions as part of a team; good ability to adapt to various operational contexts, also gained by means of political – administrative experience acquired.  
 Experience in the handling of projects or groups; sense of responsibility and organisation.  
 Between June 1993 and March 2006 3 consecutive mandates as Town Councillor care of the Ravenna Town Hall with functions of group leader in the 2001 – 2006 mandate.

**IT literacy**

Good knowledge and handling of Microsoft Office in particular Excel and Word; SAP, Systems, internet browsing and e-mailing, server Windows XP.

**Drivers licence**

Type B

**Additional information**

Teaching of elements of law in work training courses. I have carried out civil service in lieu of compulsory military service care of a company in the third sector, assisting differently-abled persons. I accompanied my university studies as a driver of agricultural vehicles on behalf of third parties.  
 Hobbies: reading, travelling, cinema, theatre.

I authorise the processing of the personal data I have provided and the information contained in the same pursuant to Italian Legislative Decree No. 196/2003 and EU Regulation EU/2016/679 and subsequent amendment measures.

Ravenna, 24<sup>th</sup> February 2020

s/Danilo Manfredi



**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, LORENZO MINGANTI born in BOLOGNA ( ), on 12<sup>th</sup> September 1973,  
in his capacity as candidate  
to the office of member of Hera S.p.A.'s Board of Directors, with headquarters in Viale Carlo Berti Pichat no.  
2/4 – 40127 Bologna, enrolled care of the Bologna Companies' Register under No. 04245520376,

**HEREBY DECLARES**

- a) that he accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera S.p.A.'s Board of Directors;
- b) that he is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director ;
- c) that he is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that he is in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998;
- e) that he is in possession of the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- f) that he is in possession of the requirements established by the corporate governance code draw up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

12<sup>th</sup> March 2020

Signature

Att. as above.

## EUROPEAN FORMAT FOR CURRICULUM VITAE

### Name

LORENZO MINGANTI Ph.D.

### Date of birth

12<sup>th</sup> September 1973

### PROFESSIONAL EXPERIENCE

- Date (from -to) From December 2019 to-date  
Name of employer Municipality of San Lazzaro di Savena (BO)  
Position/office Entrusted with the SOS4life project  
Type of activities Study into the legal problems associated with the cancellation of urban residues in the sphere of the town planning and environmental policies for the containment of soil consumption
- Date (from -to) From March 2019 to-date  
Name of employer Parco del Sile (TV)  
Position/office Entrusted with the drafting of the technical regulations of the Environmental Plan  
Type of activities Appointment which envisages interfacing with the political and technical bodies, the in-depth study of national and regional legislation regarding parks and protected areas, the formulation of innovative legal solutions capable of resolving specific problems which can be found throughout the area and by the Body.
- Date (from -to) From 1<sup>st</sup> January 2017 to-date  
Name of employer CNA national – Constructions.  
Position/office Consultant  
Type of activities CNA national and CNA Emilia-Romagna consultant, regarding tender legislation, with particular reference to the code Italian Legislative Decree 50/2016. I am tasked with representing the category at the national roundtable of the construction industry. I have participated in the national negotiations for the drawing up of the amendments to the contracts' code (so-called Sbloccacantieri).
- Date (from -to) Between December 2016 and December 2019  
Name of employer Veneto Regional Authority – Local Government Agency for the area  
Position/office Consultant to the Councillor for the area  
Type of activities Via various types of appointment carried out, advisory activities on the aspects posed by the councillor, with particular reference to:  
- drafting of the regional landscape plan  
- assimilation of the RET – Building Regulations  
- application of Regional Law No. 14/2017 on soil consumption  
- drafting and implementation of Regional Law No. 14/2019 – Veneto 2050 and the applicative measures concerning building credits  
- Environmental assessment of Sustainability of plans  
- assessment of Environmental Impact of waste treatment plants
- Date (from -to) From July 2016 to-date  
Name of employer Se.ra srl

	Publicly-controlled company in the school and elderly catering sector, with around 50 employees and an average annual turnover of Euro 2,500,000.
	Public shareholders: Municipal Authorities of Galliera, Malalbergo, San Giorgio di Piano and San Pietro in Casale; private shareholder Camst srl
Position/office	Chairman
Type of activities	HR management functions carried out. Attention to dealings with the shareholders. Budgeting. Problem solving, including complex aspects.
Date (from -to)	From 1 <sup>st</sup> January 2015 to 11 <sup>th</sup> October 2016
Name of employer	Bologna City Council
Position/office	Metropolitan board member
Type of activities	Authorised power with regard to environment, agriculture, hunting and fishing, hydrogeological instability, central purchasing body, civil protection, housing policies Between 27 <sup>th</sup> June 2016 and 11 <sup>th</sup> October 2016 urban aspects were included
Date (from -to)	From 8 <sup>th</sup> June 2009 to 27 <sup>th</sup> May 2019
Name of employer	Municipality of Minerbio (BO)
Position/office	Mayor
Type of activities	Planning functions carried out for the structure also involving the project management of projects and measures; HR management and performance assessment; Budgeting; problem solving, including complex aspects; public relations with citizens, the press and social networks; Dealings with other Bodies.
Date (from -to)	From 2007 to-date
Name of employer	Drafter of technical town planning regulations
Position/office	The technical regulations (NTA) of the following town plans have been drafted: <ul style="list-style-type: none"> <li>- Municipality of San Felice sul Panaro (MO): Municipal Structural Plan (PSC) and Building Town Planning Regulation (RUE) (adopted in December 2008, approved in April 2009);</li> <li>- Terre d'acqua inter-municipal association (Municipalities of Anzola, Emilia, San Giovanni in Persiceto, Calderara di Reno, Crevalcore, Sala Bolognese, Sant'Agata Bolognese): Municipal Structural Plan and Building Town Planning Regulation (adopted in April 2009, approved in July 2011);</li> <li>- Cinque valli inter-municipal association (Municipalities of Pianoro, Monzuno, Loiano): Municipal Structural Plan and Building Town Planning Regulation (adopted in April 2009, approved in July 2011);</li> <li>- Municipality of San Felice sul Panaro (MO): Public call for the selection of areas to be included in the Municipal Operating Plan (POC) (published in January 2010);</li> <li>- Municipality of Bomporto (MO): Preliminary document for the planning conference: Municipal Structural Plan and Building Town Planning Regulation (adopted in December 2011);</li> <li>- Municipality of San Felice sul Panaro (MO): legislative adaptation variant to the Municipal Structural Plan and Building Town Planning Regulation (approved in September 2017);</li> </ul>

- Municipality of Bomporto (MO): legislative adaptation variant to the Municipal Structural Plan and Building Town Planning Regulation (adopted in July 2016, approved in October 2017);
- Member of the technical-political work group called by the councillor for territorial planning for the drafting of the new town planning law of the Emilia-Romagna Regional Authority against soil consumption.
- Municipality of Nonantola (MO): review and adaptation of RUE regulations – *being drafted*
- Municipality of Zocca (MO): Drafting of the PUG and the Building Regulations - *being drafted*

Date (from -to)	From 25 <sup>th</sup> October 2014 to-date
Name of employer	Lawyer Specialised in administrative law, in particular town planning, environmental and public contracts law. (enrolled in the register of the Bologna Court since 21 <sup>st</sup> December 2005)
Position/office	Legal advisory activities established in 2017 carried out to-date both for public administration authorities and private parties. The role of lawyer has led me to carry out activities such as trainer (see list below), member of arbitration boards, author of publications (see list below)
Notes:	Legal practice care of the firm Corinaldesi-Mischi in Bologna, specialised in town planning and public contract law.
Date (from -to)	From 24 <sup>th</sup> December 2002 to-date (on leave of absence for research Ph.D. from 1 <sup>st</sup> January 2003 to 21 <sup>st</sup> December 2005) (on leave of absence for political mandate care of municipality of Minerbio, first as Councillor than as Mayor between 14 <sup>th</sup> February 2007 and 31 <sup>st</sup> September 2019)
Name of employer	Provincial Authority of Ferrara
Position/office	Administrative executive instructor; D2 <u>Part-time (50%) as from 1<sup>st</sup> June 2016 for the performance of on-going professional freelance activities as Lawyer-legal consultant</u>
Main duties and responsibilities	Assistance for political bodies; handling of legal disputes of the Body. As from 2019 administrative and legal matters inherent to the area and town planning activities carried out by the provincial body; application of the new Regional Law No. 24/2017 and launch of the drafting of the PTAV.
Date (from -to)	From 28 <sup>th</sup> October 2002 to 8 <sup>th</sup> June 2009
Name of employer	Municipality of Minerbio (BO)
Position/office	Municipal councillor
Main duties and responsibilities	In charge of public works from 28 <sup>th</sup> October 2002 to 14 <sup>th</sup> June 2004 In charge of town planning, private construction and information systems from 22 <sup>nd</sup> June 2004 until 8 <sup>th</sup> June 2009 Municipal advisor from 13 <sup>th</sup> June to 8 <sup>th</sup> June 2009
Date (from -to)	From 31 <sup>st</sup> December 2001 to 23 <sup>rd</sup> December 2002
Name of employer	Municipality of Bologna Infrastructures and public works areas; administrative service

Position/office	Administrative accounting assistant; C1
Main duties and responsibilities	Administrative management of the tender procedure; drafter of the European tender procedure for the realisation under concession of construction and management of the single municipal headquarters.
Date (from -to)	From 22 <sup>nd</sup> August 1996 to 30 <sup>th</sup> December 2001
Name of employer	Municipality of Galliera Municipal technical office
Position/office	Administrative clerk with special responsibilities, 6 <sup>th</sup> level, then C1
Main duties and responsibilities	Performance of tender procedures, administrative assistance for all technical operations, including site-related; IT services management; Work safety manager.

#### **PARTICIPATION IN BOARDS OF DIRECTORS AND COLLECTIVE BODIES**

Date (from -to)	From June 2016 to-date
Body	AESS – Agenzia per l’Energia e lo Sviluppo sostenibile
Office	Board Member (looking after in particular the relationship with the local Entities of the Bologna area)
Date (from -to)	From July 2015 to September 2018
Body	Entity for the management of parks and biodiversity in the Eastern Emilia macro-area
Office	Member of the Executive Committee
Date (from -to)	From July 2015 to May 2019
Body	ARPAE Emilia-Romagna
Office	Delegated by the Mayor to take part in the Interinstitutional Committee
Date (from -to)	From June 2015 to-date
Body	Canale Emiliano-Romagnolo
Office	Member of the Board of Delegates

#### **EDUCATION AND TRAINING**

Date or period	Enrolled as from 2019
Education or training institute	Bologna University
Qualification	Post-graduate degree in PAQ – Administration and Organisation Policy
Grade/evaluation	
Notes	Currently enrolled; exams sat: “Analysis of public policies”, “Work psychology”, “Political and social research methodology”, “Legal psychology” with an average of 29
Date or period	8 <sup>th</sup> November 2018
Education or training institute	Bologna University
Qualification	Degree in contemporary history
Grade/evaluation	First class honours
Notes	Thesis discussed in geography entitled “Governance of the area and containment of soil consumption. Analysis and comparison of the national legislation and the regional legislation of the Veneto and Emilia-Romagna areas”. Supervisor Prof. C. GIOVANNINI

Date or period	1 <sup>st</sup> January 2008 – 31 <sup>st</sup> December 2008
Education or training institute	Bologna University
Qualification	Research grant for “EU law and European energy policy”
Date or period	16 <sup>th</sup> June 2006, XVIII cycle (2003-2005)
Education or training institute	Bologna University
Qualification	Ph.D. in “Law and economics”
Grade/evaluation	
Notes	Thesis: “The application of the on-line technologies to the procedures for the choice of the contracting party of the public administration authorities: e-procurement and the <Consign model>. Supervisor Prof. A. CARULLO
Date or period	September – December 2001
Education or training institute	Bologna University; SPISA - Scuola di specializzazione in studi sull’amministrazione pubblica and QUASAP
Qualification	Masters
Date or period	10 <sup>th</sup> October 2001
Education or training institute	Ferrara University
Qualification	5-year degree in jurisprudence
Grade/evaluation	First class honours
Notes	Thesis discussed on administrative law “The execution phase of the public work tender”. Supervisor Prof. F. PELLIZZER
Date or period	1986/1992
Education or training institute	Technical college Aldini Valeriani, Bologna
Qualification	Qualified industrial chemist
Grade/evaluation	45/60
Notes	

In addition to numerous refresher and training courses

MOTHER TONGUE	Italian				
OTHER LANGUAGES					
Self-assessment	Comprehension		Spoken		
	Written				
European level (*)	Listening	Reading	Interaction	Oral production	
	production				
English	B1	B2	B1	B1	B1
German	A2	A2	A2	A2	A2
Spanish	A1	A2	A1	A1	A1
	(*) <u>Common European reference framework for languages</u>				

**RELATIONAL SKILLS AND CAPACITY** Communicative ability, directed both towards inside the structure and above all else outside, acquired through years of experience.

*Living and working with other people, in multicultural environments, occupying positions where communication is important and in situations where it is essential to work as* Management of public assemblies

*a team (e.g. culture and sport),  
etc.*

**ORGANISATIONAL SKILLS AND CAPACITY**

*E.g. co-ordination and administration of individuals, projects, budgets, in the workplace, during voluntary work (e.g. culture and sport), at home, etc.*

Strong project planning and organisational skills, including complex. Planning of activities; connection between targets and resource allocation

Knowledge of the main public management techniques

Ability to co-ordinate small and medium-sized work groups, exercised both in the role of public administrator and as professional consultant

Ability to handle work pressure and observe deadlines

**TECHNICAL SKILLS AND CAPACITY**

*Using computers, specific equipment, machinery, etc.*

Besides the skills which can be inferred from the training indicated above, I would mention basic skills in environmental toxicology and environmental chemistry.

**ARTISTIC SKILLS AND CAPACITY**  
Music, writing, drawing, etc.

Negligible

**OTHER SKILLS AND CAPACITY**  
*Skills not previously indicated*

*(Describe these skills and indicate where they were acquired)*

**DRIVERS' LICENCE** B

**ADDITIONAL INFORMATION**

Various mountain sports, such as mountaineering (Winter and Summer), trail biking (trail and ultratrail), skiing. Mountain biking. Mountaineering contributes to the effective management of stress.

**LIST OF PUBLICATIONS**

*Il metodo del "Prezzo chiuso" per la revisione prezzi negli appalti pubblici di lavori, in QUASAP Newsletter, June 2002;*

*Le novità contenute nella Merioni quarter, in QUASAP Newsletter, September 2003;*

*Tutela cautelare ante causam nel processo amministrativo Italiana ed ordinamento comunitario: problemi di effettività della tutela giurisdizionale avverso le procedure di aggiudicazione dei pubblici appalti, in Rivista trimestrale degli appalti, No. 1/2005;*

*La "presa in carico" dei comparti urbanistici, ovvero l'acquisizione delle opere di urbanizzazione realizzate dai privati. Procedure e difficoltà operative, in Nuova Rassegna, No. 7/2005.*

*Il modello Consip: acquisiti delle amministrazioni. Gli acquisiti delle amministrazioni tramite convenzioni quadro. Evoluzione storica del modello (commento a L. 30 luglio 2004 n. 191 e d.P.C.M. 11 novembre 2004 n. 325), in Rivista trimestrale degli appalti, No. 4/2005.*

*Il modello Consip: acquisiti delle amministrazioni. Gli acquisiti delle amministrazioni tramite convenzioni quadro. Versione vigente del modello (commento a L. 30 luglio 2004 n. 191 e d.P.C.M. 11 novembre 2004 n. 325), in Rivista trimestrale degli appalti, No. 1/2006.*

*Evoluzione storica del processo di acquisto della Pubblica Amministrazione, (in collaboration with S. ZUCCOLOTTO), in Lo stato compratore. L'acquisto di beni e servizi nelle amministrazioni pubbliche, edited by L. FIORENTINO, Il Mulino, Bologna, 2007.*

*Commento agli artt. 7-14 (VAS – Valutazione ambientale Strategica), in Commentario al codice ambiente, edited by L. COSTATO, F. PELLIZZER, CEADM, Padua 2007.*

*Commento agli artt. 53.62, commento agli artt. 81-89, commento agli artt. 160-bis-194, in Commentario al codice dei contratti (Procedure di scelta del contraente; offerte anomale, general contractor), edited by A. CARULLO, IUDICA, CEDAM, Padua 2009.*

*Commento agli artt. 53.62, commento agli artt. 81-89, commento agli artt. 160-bis-194, in Commentario al codice dei contratti seconda edizione (Procedure di scelta del contraente; offerte anomale, general contractor), edited by A. CARULLO, IUDICA, CEDAM, Padua 2012.*

*Commento agli artt. 8-14 (VAS- Valutazione ambientale Strategica) in Commentario al codice ambiente, seconda edizione, edited by L. COSTATO, F. PELLIZZER, CEADM, Padua 2012.*

*Una strategia per la semplificazione a partire dai progetti su edilizia e urbanistica, work group on regional governance established care of the department of political and social sciences, co-ordinated by SALVATORE VASSALLO and comprising, for this specific sub-project: TOMMASO BONETTI, LORENZO MINGANTI, STEFANIA PROFETI, SIMONA TONDELLI, FEDERICO TOTH, Bologna University, September 2017.*

*Commento agli artt. 54-65, commento all'art. 91, commento agli artt. 194-203 (Procedure di scelta del contraente; offerte anomale, general contractor), Commentario al codice dei contratti terza edizione, edited by A. CARULLO, IUDICA, CEDAM, Padua 2018.*

*Il contenimento del consumo di suolo. Un confronto tra le risposte del legislatore nazionale e di quelli regionali di Veneto ed Emilia-Romagna e Articolo 4 – Crediti edilizi da rinaturalizzazione – I crediti edilizi: disciplina generale in Veneto 2050. Politiche per la riqualificazione urbana e la rinaturalizzazione del territorio. Commentario alla legge della Regione Veneto 4 aprile 2019 n. 14, edited by BAREL – DE GENNARO Venice, 2019.*

*Il contenimento del consumo di suolo fra legislazione nazionale e regionale: le risposte di Veneto ed Emilia-Romagna, in Istituzioni del federalismo, No. 1/2020 (being published)*

#### **LIST OF PRESENTATIONS AS SPEAKER DURING TRAINING COURSES AND SEMINARS\***

9 <sup>th</sup> April 2005	Dalla L. 47/85 alla L.r. 23/04 responsabili and responsabilità nel processo edilizio	Prov. BO Board of surveyors – Prov. BO board of industrial technicians Ferrara University
11 <sup>th</sup> May 2005	Il ruolo della stazione appaltante nella realizzazione dei lavori pubblici	Ferrara University
17 <sup>th</sup> November 2005	PSC-POC, una nuova cultura di pianificazione per un rinnovato rapporto pubblico-privato	API Bologna
30 <sup>th</sup> January 2007	Il codice degli appalti: procedure di aggiudicazione dei contratti	SPISA Bologna
18-19 <sup>th</sup> September 2008	Accordi art. 18: aspetti giuridici e problematiche operative (Summer school INU Cesenatico)	INU Emilia-Romagna
1-8-15 April 2008	Corso di aggiornamento sul codice dei contratti per quadri CNA regionale	Emilia-Romagna regional CNA
23 <sup>rd</sup> September 2008	Seminario di aggiornamento sul codice contratti per quadri CNA regionale	Emilia-Romagna regional CNA
8 <sup>th</sup> October 2008	Corso di aggiornamento sul terzo decreto correttivo codice dei contratti	Emilia-Romagna regional CNA
1 <sup>st</sup> December 2008	Avalimento nei lavori pubblici	Emilia-Romagna regional CNA
3 <sup>rd</sup> November 2009	Il contributo di privati alla realizzazione della città pubblica tramite gli accordi art. 18: aspetti giuridici e casi pratici (Corso di aggiornamento in diritto urbanistico IIPLE)	Bologna Building Trade Institute



5 <sup>th</sup> May 2010	Il contributo di privati alla realizzazione della città pubblica tramite gli accordi art. 18: aspetti giuridici e casi pratici (Corso di aggiornamento in diritto urbanistico IIPLE)	Bologna Building Trade Institute
7-1-14-21 October 2010	Le novità in materia di lavori pubblici	Ecipar Modena
26 <sup>th</sup> May 2011	Il contributo di privati alla realizzazione della città pubblica tramite gli accordi art. 18: aspetti giuridici e casi pratici (Corso di aggiornamento in diritto urbanistico IIPLE)	Bologna Building Trade Institute
16 <sup>th</sup> May 2012	Il contributo di privati alla realizzazione della città pubblica tramite gli accordi art. 18: aspetti giuridici e casi pratici (Corso di aggiornamento in diritto urbanistico IIPLE)	Bologna Building Trade Institute
28 <sup>th</sup> September 2012	L'art. 18 nella prassi: analisi di alcuni casi di accordo con privati (fase costitutiva ed esecutiva) (Summer school INU Cesenatico)	INU Emilia-Romagna
24 <sup>th</sup> February 2014	La fase di esecuzione nei contratti pubblici	Ecipar Modena
5 <sup>th</sup> April 2016	Il nuovo codice dei contratti pubblici	Emilia-Romagna regional CNA
12 <sup>th</sup> May 2016	Nuovo codice degli appalti: cosa cambia. Opportunità per le piccole e medie imprese	Ferrara CNA
13-20-27 January. 3-10 February 2017	Il nuovo codice dei contratti pubblici – d.lgs. 50/2016	Ecipar Ferrara
13 <sup>th</sup> June 2017	Le offerte anomale: esame di alcune problematiche comuni alla luce delle più recenti giurisprudenza e normativa	Unione Terre di Pianura (BO)
27 <sup>th</sup> June, 3 <sup>rd</sup> July 2017	Le novità in materia di contratti pubblici introdotte dal cd. "decreto correttivo" - d.lgs. 56/2017	Emilia-Romagna regional CNA
13 <sup>th</sup> and 18 <sup>th</sup> July 2017	I criteri di aggiudicazione e le offerte anomale	Modena CAN
6 <sup>th</sup> December 2017	Le procedure di scelta del contraente	
24-30 January 2018	Il codice dei contratti ad un anno e mezzo dall'entrata in vigore	Ferrara Construction Workers Board
1 <sup>st</sup> February 2018	Laboratorio formativo per imprese e RUP (relazioni su principio di rotazione negli appalti ed offerte anomale)	Ferrara Construction Workers Board
March 2018	La nuova legge regionale urbanistica (LR 24/2017) Ciclo di incontri di presentazione del Regolamento Edilizio Tipo: Padova (8/3), Venice (26/3), Verona (29/4)	Unione Terre di Pianura (BO) Anci Veneto – Veneto Regional Authority
3 <sup>rd</sup> October 2018	Appalti, economia e territorio	Ferrara CNA
8 <sup>th</sup> October 2018	La fase transitoria della Legge Urbanistica regionale. Summer school. Cervia	INU Emilia-Romagna
19 <sup>th</sup> October 2018	Riformare il codice degli appalti. SAIE Bologna	National CAN. National Confartigianato
14 <sup>th</sup> November 2018	La nuova legge urbanistica regionale dell'Emilia Romagna No. 24/2017	Caldarini & associates
12, 19, 26 February 2019	Formazione residenziale presso ELFI (FC) in materia di appalti pubblici e procedure di gara	Ecipar Forlì Cesena
4 <sup>th</sup> April 2019	Le leggi delle regioni e delle province autonome nell'orizzonte della rigenerazione – relazione per Regione Veneto	INU – XXX National Town Planning Review – Riva del Garda

5 <sup>th</sup> April 2019	Piano Casa, la riqualificazione urbana e la rinaturalizzazione del territorio: politiche per il recupero, crediti edilizi, tutela del suolo	Vicenza Confartigianato – Aedifica - Montecchio Maggiore
April 2019	Ciclo di incontri di presentazione della L.R. No. 14/2019 Veneto 2050: Rovigo (9/4), Venice (17/4), Padua (18/4), Verona (19/4)	Veneto Regional Authority
16 <sup>th</sup> December 2019	Presentazione del commentario alla LR Veneto 14/2019 sui crediti edilizi da rinaturalizzazione – Rovigo	Veneto Regional Authority

\* Main events; the list does not include the lessons and seminars held care of Bologna and Ferrara Universities in 2003 – 2004 – 2005 – 2006 – 2007 – 2008 and the participation in university conventions.

Authorisation for the processing of personal data pursuant to GDPR 679/16 – “European regulations on personal data protection”

12<sup>th</sup> March 2020

Lorenzo Minganti Ph.D.

**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, Manuela Cecilia Rescazzi, born in Ferrara on 22<sup>nd</sup> November 1958,  
in her capacity as candidate  
to the office of member of Hera S.p.A.'s Board of Directors, with headquarters in Viale Carlo Berti Pichat no.  
2/4 – 40127 Bologna, enrolled care of the Bologna Companies' Register under No. 04245520376,

**HEREBY DECLARES**

- a) that she accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera's S.p.A.'s Board of Directors;
- b) that she is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that she is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that she is in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998;
- e) that she is in possession of the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- f) that she is in possession of the requirements established by the corporate governance code drawn up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

13<sup>th</sup> March 2020

Signature

Att. as above.

## EUROPEAN FORMAT FOR CURRICULUM VITAE

### PERSONAL INFORMATION

**Name**

MANUELA CECILIA RESCAZZI

Address

Telephone No.

Fax No.

E-mail

Date of birth

### WORK EXPERIENCE

Date (from -to)

Name and address of employer

Ferrara University from October 2002 – on-going. Admin sector. Work venue Arcispedale Sant'Anna Cona. Activities supporting lecturers, junior doctors and student doctors (including front office).

Municipality of Masi Torello from April 1988 to September 2002. Responsible for the procedure of the services: Mortuary Service – Hygiene and Social – Health – Service Administrative-Service – Demographic Services (Registry-Vital Records-Military Service-Electoral Role) (including front office)

Gestione Governativa Ferrovie Padane from January 1980 to March 1988. Secretary to the Director of Operations and the Government Commissioner.

Type of company or sector

Type of work

Main duties and responsibilities

### EDUCATION AND TRAINING

Date (from – to)

Degree in Legal Studies from Ferrara University.

Scientific High School Leaving Diploma "A. Roiti" Ferrara

Name and type of educational or training institute

Main subjects / professional abilities studied

Qualification obtained

Level of national qualification (if pertinent)

### PERSONAL SKILLS AND ABILITY

*Acquired during life and said career but not necessarily recognised by official certificates and diplomas*

Between June 2004 and May 2014 Mayor of the Municipality of Masi Torello. During the mandate collaboration activities, between 2005 and 2007, with Consorzio Bonifica (Land Reclamation Authority).

Member of the Commission for the Assessment of Executives in the Municipality of Cento.

Representative of ANCI Piccoli Comuni

### MOTHER TONGUE

ITALIAN

**OTHER LANGUAGES** ENGLISH  
**Reading ability** GOOD  
**Written ability** GOOD  
**Oral expression** ELEMENTARY

**RELATIONAL SKILLS AND CAPACITY**

*Living and working with other people, in multicultural environments, occupying positions where communication is important and in situations where it is essential to work as a team (e.g. culture and sport), etc.* I HAVE ALWAYS WORKED IN A TEAM AND IN PLACES WHERE COMMUNICATION AND EMPATHY ARE INDISPENSABLE. WORKING FOR YEARS AS AN UNIFE EMPLOYEE, I ALSO HAVE CONTACT WITH PEOPLE OF DIFFERENT CULTURES. I HAVE TAKEN PART IN VOLUNTARY WORK ASSOCIATIONS WORKING ACTIVELY (SOCIO-HEALTH/CULTURAL/SPORTING FIELD)

**ORGANISATIONAL SKILLS AND CAPACITY**

*E.g. co-ordination and administration of individuals, projects, budgets, in the workplace, during voluntary work (e.g. culture and sport), at home, etc.* IN THE OFFICE OF MAYOR, I MANAGED, CO-ORDINATED EMPLOYEES AND THE GENERAL SECRETARY; I TOOK PART IN TECHNICAL/ECONOMIC/ADMINISTRATIVE PLANNING. I HAVE PARTICIPATED IN ASSEMBLIES AND MEETING FOR PROBLEMATIC ASPECTS OF THE MUNICIPALITY AND IN THE INTEREST OF THE SAME (ASP-HERA-ACOSEA-AMSEF-VARIOUS COMMITTEES) AND HAVE BEEN MEMBER OF VARIOUS BOARDS.

ORGANISATION OF FARM-TOURISM ACTIVITIES

**TECHNICAL SKILLS AND CAPACITY**

*Using computers, specific equipment, machinery, etc.* KNOWLEDGE OF THE MAIN APPLICATIONS IN USE IN THE ADMINISTRATIVE SPHERE

**ARTISTIC SKILLS AND CAPACITY**

Music, writing, drawing, etc.

**DRIVERS' OR OTHER LICENCES** B

**ADDITIONAL INFORMATION** (Include any other pertinent information here, for example references, contacts, etc)

**ENCLOSURES** (if necessary, indicate number of enclosures to CV)

Signature

**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, MARINA VIGNOLA born in SALERNO on 17<sup>th</sup> April 1970,  
in her capacity as candidate to the  
office of member of Hera S.p.A.'s Board of Directors, with headquarters in Viale Carlo Berti Pichat no. 2/4 –  
40127 Bologna, enrolled care of the Bologna Companies' Register under No. 04245520376,

**HEREBY DECLARES**

- a) that she accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera's S.p.A.'s Board of Directors;
- b) that she is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that she is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that she is in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998;
- e) that she is in possession of the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- f) that she is in possession of the requirements established by the corporate governance code drawn up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

Modena, 14<sup>th</sup> March 2020

Signature

Att. as above.

Marina Vignola is an associate Professor in Economics and business management at Modena and Reggio Emilia University. She lectures in international Marketing for the three-year degree course in international Marketing Economics and Internationalisation strategies for the two-year specialisation degree course in International Management care of the Marco Biagi Faculty of Economics at Modena and Reggio Emilia University. She is president of the three-year degree course in international Marketing Economics. She is also a member of the Scientific Board of the Sebastiano Brusco Economics Library.

Her main research interest concerns the internationalisation of businesses structured over various aspects, such as: foreign market selection models; model for international development of SMEs (internationalisation processes and role of the real and financial services for internationalisation); handling of the international agreements (processes for formulation and implementation of the agreements); intercompany knowledge transfer processes (role of the formal and informal mechanisms for transferring knowledge and of the relational dimensions of trust and cultural distance); Country of Origin effect (impact on the purchasing choices of end consumers and of the sales distribution, in various country and sectorial contexts). With regard to these aspects, she is the author of articles published in foreign and Italian periodicals, including the European Journal of Marketing, European management review, Journal of business research, Soft Computing, Finanza Marketing e Produzione, Micro & Macro Marketing, Small Business, Mercati & Competitività; of single publications including Marchi G., Vignola M. (2013), Fiducia e controllo nelle alleanze internazionali. Le imprese italiane e la sfida dei mercati emergenti (FrancoAngeli – Collana Gestione d'Impresa Milano); of contributions in volumes, including G. Bertoli, R. Resciniti, International Marketing and the Country of Origin Effect. The Global Impact of 'Made in Italy' (Edward Elgar Publishing Limited, Cheltenham, UK); of contributions in national and international conference Documents including: Industrial Marketing and Purchasing (IMP) Conference, European International Business Academy (EIBA) conference, Annual Conference of Italian Marketing Companies (SIM), European Marketing Academy (EMAC) Conference.

Extended CV

<http://personale.unimore.it/Rubrica/dettaglio/vignola>

**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, ALESSANDRO MELCARNE, born in LATINA (LT), Italy on 21<sup>st</sup> June 1984,  
in his capacity as candidate  
to the office of member of Hera S.p.A.'s Board of Directors, with headquarters in Viale Carlo Berti Pichat no.  
2/4 – 40127 Bologna, enrolled care of the Bologna Companies' Register under No. 04245520376,

**HEREBY DECLARES**

- a) that he accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera S.p.A.'s Board of Directors;
- b) that he is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that he is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that he is in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998
- e) that he is in possession of the requirements established by the corporate governance code draw up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

5<sup>th</sup> March 2020

Signature

Att. as above.



## Alessandro Melcarne

### Curriculum Vitae

CURRENT EMPLOYMENT	<b>Associate Professor</b> (permanent) of Economics Université Paris Nanterre (Nanterre, France)	2016 – to-date
	<b>Visiting Professor</b> University of East Piedmont (Alessandria, Italy)	Autumn 2017
	<b>Consultant</b> Ministry of Justice of the Republic of Colombia	2017- to-date
PREVIOUS EMPLOYMENT	<b>Researcher</b> of applied Economics DiGSPES - University of East Piedmont (Alessandria, Italy)	2015-2016
	<b>Researcher</b> “Luigi Einaudi” Documentation and Research Centre (Turin, Italy)	2015-2016
	<b>Researcher</b> , Waseda University (Tokyo, Japan)	2015
	<b>Researcher</b> , University of East Piedmont (Alessandria, Italy)	2013
	<b>Ph.D. in Economics</b> , Turin University (Italy)  Title: <i>“Three Essays on the Law and Economics of Judicial Systems”</i>  Supervisor: Prof. Giovanni Battista Ramello	2015
EDUCATION	<b>Law Degree</b> (110/110), Padua University (Italy)  Supervisor: Prof. Luciano Greco	2011
	<b>Visiting Scholar</b> , Cornell University (USA)  Supervisor: Prof. Theodore Eisenberg	2012-2013
	<b>Summer School</b> in Advanced Econometric Tools for Economic Analysis, Naples “L’Orientale” University (Italy)	2013

	<b>Summer School</b> in Law & Economics, University of Hamburg (Germany)	2013
PRIZES AND RESEARCH GRANTS	<b>Agenzia Nazionale per la Ricerca (ANR)</b> <i>Young Researcher Grant</i> - Project: LIJ-XXI; “Labour Institutions & the Judiciary in the XXI century” (€ 70,000)	2017-2020
	<b>University of East Piedmont &amp; Compagnia di San Paolo</b> <i>Research grant</i> Project: “Judicial Efficiency and its determinants in Italy” (€ 76,000)	2015-2017
	<b>“Luigi Einaudi” Documentation and Research Centre</b> <i>“Alberto Musy” Research Grant</i> (€ 11,000)	2015
	<b>Società Italiana dell’Economia del Diritto</b> <i>“Brenno Galli” prize for the most promising young researcher</i> (€ 2,000)	2014
	<b>University of East Piedmont “Amedeo Avogadro”</b> <i>“Market of Scholarly Publishing” Research Grant</i> (€ 2,000)	2013
	<b>Istituto Nazionale di Previdenza Social (INPS)</b> <i>Doctoral fellowship</i> (€ 36,000)	2012-2014
TEACHING EXPERIENCE	<b>Public Economics, Contract Economics, Law Economics, Public Private Partnership Economics</b> Université Paris Nanterre (France)	2016 – to-date
	<b>Mathematics applied to Social Sciences</b> Turin University (Italy)	2015-2016
	<b>Civil Liability Economics</b> University of East Piedmont (Italy)	2015
PUBLICATIONS	<b>Scientific Reviews:</b>	

“Bankruptcy Delay and Firms’ Dynamics, *Small Business Economics* (forthcoming).

“Careerism and Judicial Behaviour”, *European Journal of Law and Economics* (forthcoming), doi: 10.1007/s10657-017-9565-4.

“Judicial Independence, Judges’ Incentives and Efficiency”, *Review of Law and Economics*, (2015), 11(2), 149-169; with G.B. Ramello

“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

“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:**

“Judicial Decision-Making”, in *Encyclopedia of Law & Economics*, (forthcoming in 2016); New York – Springer Science+Business Media B.V..

“Judicial Performance”, in *Encyclopedia of Law & Economics*, (forthcoming in 2016), with G.B. Ramello; New York – Springer Science+Business Media B.V..

#### **Reviews in Books:**

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

**PARTICIPATION IN 2017**  
**CONFERENCES**

French Law & Economics Society Conference (AFED),

University of Aix-Marseille (France); 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 Associations (GLEA), Marburg University (Germany); Spanish Association of Law and Economics (AEDE), University Carlo III of Madrid (Spain); 4<sup>th</sup> Economic Analysis of Litigation Workshop, University of Paris Nanterre (France); Public Choice Society (PCS), New Orleans (USA).

**2016**

Italian Society of Law and Economics (SIDE), Turin University (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, Bologna University (Italy); European Association of Comparative Economics (EACES) Biennial Conference, University of Regensburg (Germany); 3<sup>rd</sup> Economic Analysis of Litigation Workshop, University of Montpellier (France); Micro-Macro Determinants of Growth in Emerging Economies Conference, University College London (UK); 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), Tokyo 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 Firms Demography Workshop, Sodertorn University (Sweden); European Public Choice Society (EPCS), University

of Groningen (Netherlands); Workshop in Insolvency, University of Paris West-Nanterre La Dèfense (France).

## **2014**

Italian Society of Law & Economics (SIDE), University of Rome “La Sapiens” (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 East 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 and Economics, University of Erfurt (Germany); European Public Choice Workshop (EPCS), University of Cambridge (UK); European Master in Law and Economics (EMLE) Workshop, University of Bologna (Italy); Polis Winter Seminar, University of East Piedmont (Italy).

## **2013**

Italian Society of Law & Economics (SIDE), University of Lugano (Switzerland); Polis Fall Seminar, University of East Piedmont (Italy), Regulations, Entrepreneurship and Firm Dynamics Workshop, Swedish Enterprise Forum (Sweden); European Workshop in Law & Economics, University of Erfurt (Germany).

## **REFEREE**

### **Scientific Reviews**

European Journal of Comparative Economics, European Journal of Law & Economics, European Journal of Political Economy, Journal of Empirical Legal Studies, Journal of Institutional Economics, Review of Law & Economics, Small Business Economics, Economics Bulletin.

### **Research institutions**

Research Foundation – Flanders (FWO)

MEMBER

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

OTHER SKILLS

Computer: STATA, Latex. Microsoft Office

Languages: Italian (mother tongue), English (excellent), French (excellent), German (scholastic)

**IRREVOCABLE ACCEPTANCE OF APPOINTMENT AS MEMBER OF HERA S.p.A.'s BOARD OF DIRECTORS**

The undersigned, Federica Seganti, born in Trieste (TS), Italy on 29<sup>th</sup> May 1966,  
in her capacity as candidate to the  
office of member of Hera S.p.A.'s Board of Directors, with headquarters in Viale Carlo Berti Pichat 2/4 – 40127  
Bologna, enrolled care of the Bologna Companies' Register under No. 04245520376,

**HEREBY DECLARES**

- a) that she accepts, from this point on and irrevocably, in the event of appointment, the office of member of Hera's S.p.A.'s Board of Directors;
- b) that she is not aware of the existence of causes of ineligibility and/or forfeiture from the office of director;
- c) that she is in possession of the good standing requirements established for the Auditors by Article 148.4 of Italian Legislative Decree No. 58/1998;
- d) that she is in possession of the independence requirements established for the Auditors by Article 148.3 of Italian Legislative Decree No. 58/1998;
- e) that she is in possession of the independence requirements envisaged by the Corporate Governance Code of Borsa Italiana S.p.A.;
- f) that she is in possession of the requirements established by the corporate governance code draw up by the Corporate Governance Committee of Borsa Italiana S.p.A..

The undersigned undertakes, if requested to do so, to produce suitable documentation for confirming the veracity of the declared information, as well as to promptly communicate the changes to the content of this declaration.

The undersigned authorises the use of the information in accordance with current Privacy legislation (data protection act).

For the above purposes, a copy of the identification document and curriculum vitae are attached to this document.

In witness whereof,

16<sup>th</sup> March 2020

Signature

Att. as above.

## **FEDERICA SEGANTI**

### **PhD and MBA**

### **PERSONAL DATA**

Born in Trieste on 29<sup>th</sup> May 1966

### **ACADEMIC ACTIVITIES**

- Since 1991 Professor of Finance, Core Faculty of MIB Trieste School of Management, Finance Budget and Control area, where she carries out lecturing and didactic activities both in the Executives Education and Post Graduate Division.
- Since 2016 Professor of Banking and insurance operations technique, care of the Department of Economic and Statistical Sciences of Udine University.
- Since 2003 Program Director of MIRM – Master in Insurance & Risk Management, MIB Trieste School of Management.
- 2000 - 2004: Director of the specialisation Course in Project Financing, MIB Trieste School of Management.
- 1997 – 1999: Untenured lecturer, Trieste University, Transport Economics Course.
- 1995 – 1998: Didactic co-ordinator of the master Course in Transport, Intermodality and Logistics, MIB Trieste School of Management.

### **PROFESSIONAL ACTIVITIES**

- Since 2019 Chairwoman and Chief Executive Officer of Friuia SpA
- Since 2019 independent Board Director of Fincantieri SpA
- Since 2019 Board Director of Finest SpA
- Since 2018 independent Board Director of Autostrada Pedemontana Lombarda SpA
- Since 2017 independent Board Director of Hera SpA, member of the Sustainability Committee and member of the Executive Committee in the period 2017-2018
- Since 2017 independent Board Director of InRete SPA
- Since 2013 independent Board Director of Eurizon Capital Sgr SpA and member of the Internal Control Committee and the Remuneration Committee
- 2017 – 2019: member of the Strategy Advisory Board of EY Financial Services
- 2010 – 2016: Member of the Occupational Pensions Stakeholder Group of EIOPA – European Insurance and Occupational Pensions Authority



- 2008 – 2010: Member of the Consultative Panel of CEIOPS – Committee of European Insurance and Occupational Pensions Supervisors
- 2003 – 2008: COVIP – Commissione di Vigilanza sui Fondo Pensione Commissioner, where in particular she saw to the implementation of the implementing decrees and the related regulations of the Enabling Law on the Reform of the supplementary welfare system and the dealings with CEIOPS – Committee of European Insurance and Occupational Pensions Supervisors
- 2001 – 2003: Member of the Executive Committee of ITCA : Istituto per la Trasparenza degli Appalti, where she carried out the role of national co-ordinator of three work groups on the following aspects: reform of public works, bio-construction, quality in the public administration authorities.
- 1995 – 1997: Board Director of Autovie Servizi S.p.A., motorway engineering and trucking and freight terminal management company
- 1994 – 1997: Board Director of Autovie Venete S.p.A., where she chaired the internal board for the adjudication of tenders
- 1993 – 1997: Chairwoman and partner of Adriatic Business Company S.r.l. where she carried out management consulting activities and entrepreneurial activities in the field of integrated logistics, seeing to the development of the operating units in Budapest (Hungary) and Curitiba (Paraná – Brazil)
- 1992 – 1993: Member of the work group comprising Finporto S.p.A., Fiat Impresit S.p.A. and Italfer S.p.A. for the realisation of a feasibility study on the achievement of an intermodal axis for the development of the exports in the State of Paraná (Brazil); activities carried out: project financing, customer Foreign Office, Co-operation for Development.

## **INSTITUTIONAL ACTIVITIES**

- 2010 – 2013: Councillor for Production Activities tasked with Local Police and Safety – Friuli-Venezia Giulia autonomous Regional Authority
- 2010 – 2013: Member of ECOS with permanent authority - Commission for Economic and Social Policy of the European Committee of the Regions, Brussels
- 2008 – 2010: Councillor for Area Planning, Local Autonomies and Safety, EC Affairs and International Relations – Friuli-Venezia Giulia autonomous Regional Authority
- 2001 – 2003: – Councillor for Building, Public Works and Area Planning - Friuli-Venezia Giulia autonomous Regional Authority
- 1998 -2003: Member of the Fondo Trieste Commission care of the Government Commissioner of the Friuli-Venezia Giulia Regional Authority

## **STUDIES**

- Ph.D. in Finance, School of Finance (Trieste, Udine, Florence and Bocconi Milan Universities), bursary in mathematics applied to economic and statistical sciences.
- Specialisation course in Financial Policies and Management, SDA Bocconi, Milan.

- MBA in International Business, MIB Trieste School of Management, Trieste, diploma with High Honor.
- Degree in Political Sciences, economics studies, 110 cum laude, Trieste University.

## **PUBLICATIONS**

- F. Seganti, "L'assicurazione trasporti", in "I prodotti assicurativi" edited by Stefano Miani, IV edition, Giappichelli, Turin, 2017 pages 285 – 309
- F. Seganti, "Le determinanti del tasso di sostituzione nella previdenza complementare", in Atti dell'VIII Congresso Nazionale degli attuari, September 2007, pages 229-245.
- F. Seganti, "Fondo pensione: quale prospettiva per I giovani" in Quaderni Europei sul nuovo Welfare, January 2006, pages 182-188.
- F. Seganti, "La riforma della previdenza complementare in Italia ed il ruolo dei fondi pensione" in Quaderni Europei sul nuovo Welfare, June 2005, pages 108-119.
- F. Seganti, "Project financing: uno strumento di innovazione e sviluppo", in La nuova finanza di progetto e il ruolo delle regioni edited by Aldo Norsa, Astaldi, 2003.
- F. Seganti and I. Garofolo, "Promoting Environmental Sustainability in Designing and Building: the Role of the Public Bodies", in Housing Construction, Wide Dreams, Coimbra 2002.
- F. Seganti, "Infrastruttura e gestione del servizio ferroviario: fra finanziamento pubblico e investimento private", Atti del Convegno CIFI – Collegio Ingegneri ferroviari Italiani sul tema "Tecnologia del trasporto su ferro e l'orientamento al mercato", 27/28 November 1998
- F. Seganti, "Innovazioni normative nel mercato dei cambi", in Rivista della Borsa, Mondadori Business Information, September/November 1991, No. 9. Pages 85-91.

## **FOREIGN LANGUAGES**

- English: level C1 for comprehension, spoken and written production
- German: level B1 for comprehension, spoken and written production

I hereby authorise the use of the information contained in my curriculum vitae in accordance with Italian Legislative Decree No. 196/2003

The undersigned, Federica Seganti, hereby declares under her own responsibility, aware of the criminal sanctions in the event of untrue declarations and false statements, pursuant to and for the purposes of Italian Presidential Decree No. 445/2000, that the above complies with the truth.