

To
Hera S.p.A.
Viale Berti Pichat no. 2/4
40100 Bologna

Subject: Shareholders' meeting of Hera S.p.A. on 29 April 2026
List of candidates for the office of members of the Board of Directors

Hereby, the Chair of the Voting Syndicate Committee referred to in the “*Voting Syndicate and Share Transfer Rules Agreement*”, signed on 23 May 2024 by 111 public shareholders of Hera S.p.A., with effect from 1 July 2024, by virtue of the mandate conferred as per Annex 2, submits the following list for the appointment of the members of the Board of Directors of Hera S.p.A., in accordance with the terms and procedures indicated in the notice of call of the shareholders’ meeting, specifying that the List submitted complies, also with reference to the diversity criteria, with the “*Guidelines of the Board of Directors of Hera S.p.A. to Shareholders on the composition of the new Board of Directors*”.

It is also noted that:

- the first candidate on the List is designated to take up the office of Chair;
- the second candidate on the List is designated to take up the position of Chief Executive Officer;
- the third candidate on the List is designated to take up the position of Vice Chair.

Note that the presenting Shareholders are listed in Annex 1, and that they hold a total of 609,323,227 Hera shares, corresponding to approximately 40.91% of the share capital.

List of candidates for election to the Board of Directors
– Shareholders' meeting of Hera S.p.A. on 29 April 2026 –

1. Cristian Fabbri (Chairman)
2. Orazio Iacono (Chief Executive Officer)
3. Tommaso Fabbri (Vice-Chairman)
4. Roberta Calderisi (Director)
5. Fabio Bacchilega (Director)
6. Gianni Bessi (Director)
7. Enrico Di Stasi (Director)
8. Fabrizio Toselli (Director)
9. Benedetta Brighenti (Director)

10. Vanessa Camani (Director)

11. Marina Monassi (Director)

4 March 2026

Yours faithfully.

The Chair of the Voting Syndicate Committee

(Mr Massimo Mezzetti)

[signed]

Attached are:

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

and, for each candidate, the Declaration of irrevocable acceptance of the office in the event of appointment, duly accompanied by a copy of an identity document and a CV containing the candidate's personal and professional characteristics.

SHAREHOLDERS PRESENTING THE LIST

MUNICIPALITY OF BOLOGNA

MUNICIPALITY OF CASALECCHIO DI RENO

MUNICIPALITY OF CESENA

MUNICIPALITY OF MODENA

MUNICIPALITY OF PADUA

MUNICIPALITY OF TRIESTE

MUNICIPALITY OF UDINE

CON.AMI

FERRARA TUA S.P.A.

RAVENNA HOLDING S.P.A.

RIMINI HOLDING S.P.A.

Minutes of the Voting Syndicate Committee meeting**on 4 March 2026**

* * * * *

On this day, 4 March 2026, at 3.00 pm at the headquarters of HERA S.p.A. – Viale Berti Pichat 2/4 – Bologna, the following were present:

Massimo Mezzetti	Modena Shareholders (to which 6 votes are attributed)
Sergio Lo Giudice	Municipality of Bologna (to which 7 votes are attributed) (delegated by deed of the Municipality of Bologna no. 146012 of 2 March 2026)
Matteo Ruggeri	Bologna Area Minority Shareholders (to which 2 votes are attributed)
Alessandro Balboni	Ferrara Tua S.p.A. (to which 1 vote is attributed) (delegate by deed of the Municipality of Ferrara no. 25151 of 5 February 2026)
Alessandro Barattoni	Ravenna Holding S.p.A. (to which 5 votes are attributed) connected by videoconference
Marco Panieri	CON.AMI (to which 6 votes are attributed)
Marco Tognacci	Rimini Holding S.p.A. (to which 1 vote is attributed) (delegated by deed of the Municipality of Rimini no. 76836 of 2 March 2026)
Camillo Acerbi	Municipality of Cesena (to which 1 vote is attributed) (delegated by deed of the Municipality of Cesena no. 32195 of 2 March 2026)
Margherita Cera	Municipality of Padua (to which 3 votes are attributed) (delegated by deed of the Municipality of Padua no. 82719 of 13 February 2026)
Roberto Dipiazza	Municipality of Trieste (to which 3 votes are attributed)

Francesca Finco	Municipality of Udine (to which 2 votes are attributed) connected by videoconference (delegated by deed of the Municipality of Udine no. 31695 of 25 February 2026).
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Mr Massimo Mezzetti, assisted by Ms Francesca Leoni, acting as Secretary, chaired the meeting.

omitted

The notice of call, sent to all the members of the Committee pursuant to Article 4.2.6 of the “Voting Syndicate and Share Transfer Rules Agreement” (hereinafter also the “Voting Syndicate Agreement”), set out the following agenda:

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

omitted

Item 1) – Determination of the list of candidates for the Board of Directors of HERA S.p.A. pursuant to Article 4.3 and Article 6 of the Voting Syndicate Agreement.

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

He therefore informed those present that, in compliance with the provisions of Article 6.1 of the aforementioned Voting Syndicate Agreement, for the purposes of the formation of the List for the appointment of the 11 Directors of HERA S.p.A. (of which at least 4, according to the provisions of Article 17.2 (i) of the Articles of Association of HERA S.p.A., must belong to the less represented gender), the Shareholders have made the appointments they are entitled to make.

The Chair of the Voting Syndicate Committee, Mr Mezzetti, therefore proposed that the List for the appointment of the members of the Board of Directors of HERA S.p.A. be composed of the following candidates:

1. Cristian Fabbri (Chairman)
2. Orazio Iacono (Chief Executive Officer)
3. Tommaso Fabbri (Vice-Chairman)
4. Roberta Calderisi (Director)
5. Fabio Bacchilega (Director)
6. Gianni Bessi (Director)
7. Enrico Di Stasi (Director)
8. Fabrizio Toselli (Director)
9. Benedetta Brighenti (Director)
10. Vanessa Camani (Director)
11. Marina Monassi (Director)

In compliance with the provisions of the Corporate Governance Code and as confirmed by the other members of the Voting Syndicate Committee, the Chair of the Voting Syndicate Committee, Mr Mezzetti, acknowledged that the above List takes into account the “Guidelines of the Board of Directors of Hera S.p.A. to the Shareholders on the size and composition of the new Board of Directors” approved by the Board of Directors of HERA S.p.A. on 21 January 2026.

The Voting Syndicate Committee unanimously resolved:

- 1) to determine the List for the appointment of the 11 members of the Board of Directors of HERA S.p.A. as proposed by the Chairman of the Voting Syndicate Committee, and delegated the same so that, in the name and on behalf of the Shareholders signing the Voting Syndicate Agreement, it will, within the terms established by law, file the aforementioned List with the Company's headquarters, accompanied by the documentation required by the Articles of Association of HERA S.p.A. and by current sector legislation, and proceed to meet all of its related and consequent obligations;

2) that the List of members of the Board of Directors of Hera S.p.A. mentioned above is valid for all intents and purposes, as resolved in this session, and determines that said List shall not in any case be modifiable, even if the date of the Shareholders' Meeting of HERA S.p.A. is changed by amending the notice of convocation or by re-convocation, and grants a mandate to the Chairman of the Voting Syndicate Committee so that, in the name and on behalf of the Shareholders subscribing to the Voting Syndicate Agreement, he/she may update, within the terms of the law and if necessary, the documentation required by the Articles of Association of HERA S.p.A. and by current sector legislation and, where appropriate, shall file the aforementioned List with the headquarters of the Company accompanied by the aforementioned documentation, and proceed to meet all related and consequent obligations.

Item 2) – Determination of the list of candidates for the Board of Statutory Auditors of HERA S.p.A. pursuant to Article 4.3 and Article 7 of the Voting Syndicate Agreement.

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

It also specifies that, in compliance with the provisions of art. 7 of the aforementioned Agreement, for the purposes of determining the List for the appointment of 2 Statutory Auditors (at least 1 of whom, according to the provisions of article 26.5 of the Articles of Association of HERA S.p.A., shall belong to the less represented gender) and 1 Alternate Auditor, the Shareholders have made the appointments they are empowered to make.

The Chair of the Voting Syndicate Committee, Mr Mezzetti, therefore proposed that the List for the appointment of the members of the Board of Statutory Auditors of HERA S.p.A. be composed of the following candidates:

Standing Auditors:

1. Sonia Dall’Agata

2. Giovanni Rocco di Torrepadula

Alternate auditor:

3. Susanna Giuriatti

The Voting Syndicate Committee unanimously resolved:

- 1) to determine the List for the appointment of the members of the Board of Statutory Auditors of HERA S.p.A. as proposed by the Chairman of the Voting Syndicate Committee, and declared the non-existence of agreements or links of any kind between the Shareholders presenting this List and other Shareholders who have submitted other lists. The Voting Syndicate Committee also delegated to the Chair of the Voting Syndicate Committee to file with the Company's registered office the aforementioned List, in the name and on behalf of the Shareholders signing the Voting Syndicate Agreement, accompanied by the documentation required by the Articles of Association of HERA S.p.A. and by current sectoral legislation, and to carry out all related and consequent obligations;
- 2) that the List of members of the Board of Statutory Auditors of Hera S.p.A. mentioned above is valid for all intents and purposes, as resolved in this session, and determines that said List shall not in any case be modifiable, even if the date of the Shareholders' Meeting of HERA S.p.A. is changed by amending the notice of convocation or by re-convocation, and grants a mandate to the Chairman of the Voting Syndicate Committee so that, in the name and on behalf of the Shareholders subscribing to the Voting Syndicate Agreement, he/she may update, within the terms of the law and if necessary, the documentation required by the Articles of Association of HERA S.p.A. and by current sector legislation and, where appropriate, shall file the aforementioned List with the headquarters of the Company accompanied by the aforementioned documentation, and proceed to meet all related and consequent obligations.

omitted

The meeting closed at 5.30 pm.

The Chair of the Committee
Signed (Mr Massimo Mezzetti)

The Secretary
Signed (Ms Francesca Leoni)

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

Modena Shareholders (Massimo Mezzetti)	<i>[signed]</i>
Municipality of Bologna (Sergio Lo Giudice)	<i>[signed]</i>
Minority Shareholders Bologna Area (Matteo Ruggeri)	<i>[signed]</i>
Ferrara Tua S.p.A. (Alessandro Balboni)	<i>[signed]</i>
Ravenna Holding S.p.A. (Alessandro Barattoni)	<i>[signed]</i>
CON.AMI (Marco Panieri)	<i>[signed]</i>
Rimini Holding S.p.A. (Marco Tognacci)	<i>[signed]</i>
Municipality of Cesena (Camillo Acerbi)	<i>[signed]</i>
Municipality of Padua (Margherita Cera)	<i>[signed]</i>
Municipality of Trieste (Roberto Dipiazza)	<i>[signed]</i>
Municipality of Udine (Francesca Finco)	<i>[signed]</i>

IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE
BOARD OF DIRECTORS OF HERA S.p.A.

The undersigned, Cristian Fabbri, born in Forlì (FC) on 28/03/1970, tax code FBBCST70C28D704P, as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 – 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) to **not** satisfy the **independence** requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998 and by the Corporate Governance Code approved by the Corporate Governance Committee;
- e) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration. Personal data will be processed by Hera S.p.A. in accordance with the “**Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)**” available on the website www.gruppohera.it.

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

Yours faithfully, [stamp: 02 MAR 2026]

Curriculum Vitae

PERSONAL DETAILS

Name and Surname **FABBRI CRISTIAN**



PROFESSIONAL EXPERIENCE

Dates	From 2023 to present
Company name and address	HERA S.p.A. – Viale C. Berti Pichat 2/4 – 40127 BOLOGNA
Type of activity or sector	Multiutility (integrated water cycle, gas, electricity, waste management)
Role	EXECUTIVE CHAIR Manager with over 25 years' experience in the energy and multiutility sector.
Main tasks and responsibilities	<p>Powers:</p> <ul style="list-style-type: none">- Energy Markets (Generation, Trading, Sales, public lighting and energy services).- District heating / integrated water cycle, Gas and electricity distribution and Waste management in the North-East and Marche areas.- Strategy, Regulation and risk management, M&A, Investor Relations, Personnel and Organisation, Communication and External Relations, Legal and Corporate Affairs, Relations with Local Authorities and Corporate Services. <p>Chair of EstEnergy, Vice Chair of Hera Trading, Director of Hera Comm, Inrete Distribuzione Energia, Herambiente and SGR Servizi.</p> <p>Institutional and association representative roles as well as strategic guidance and management training roles:</p> <ul style="list-style-type: none">- Member of the Executive Committee of Utilitalia and Vice Chair with responsibility for Energy on the Energy Steering Committee.- Chair of the Facilities Supply Chain of Confindustria Emilia Area Centro (since 2018).- Representative on the Steering Board of Fondazione Bologna Business School- Director of Consorzio MIB Trieste School of Management.
Dates	From 2005 to 2023

Company name and address	HERA - Bologna, Imola
Role	MARKET GROUP MANAGER (since 2014)
Main tasks and responsibilities	<p>Responsible for the management and development of the Hera Group's energy business: production, import, trading, electricity and gas sales, energy efficiency, district heating, PV development.</p> <p>Holds executive positions in the main Group companies belonging to this Department: Chief Executive Officer of Hera Comm (since 2009, previously Group Manager from 2006); Chief Executive Officer of EstEnergy (since 2019); Chair of Hera Comm Marche (Chief Executive Officer from 2008 to 2021).</p> <p>Managing Director of Hera Trading; Director of Hera Servizi Energia; Director of Società Gas Rimini Servizi.</p> <p>Numerous other positions on the Boards of Directors of the Group's companies over the years.</p>
Dates	From 2005 to 2006
Company name and address	HERA - Bologna
Role	STRATEGIC PLANNING MANAGER
Main tasks and responsibilities	<p>Main activities:</p> <ul style="list-style-type: none"> - Definition of the Group's strategic plan - Determination and management of tariffs and revenues from electricity and gas distribution
Dates	From 2001 to 2005
Company name and address	BAIN & Company Inc., Milan
Type of activity or sector	Management Consultancy
Role	CONSULTANT / MANAGER
Main tasks and responsibilities	<ul style="list-style-type: none"> - Business plan, M&A, post-merger integration and stock exchange listing projects. - Company reorganisations, process review and cost reduction programmes. - Multisector experience: industrial, property, fashion, textile and utilities. <p>Supported the Hera Group in the merger, listing and integration process since 2002.</p>
Dates	From 1998 to 2001
Company name and address	ENEL Distribuzione S.p.A., Bologna
Type of activity or sector	Electrical Distribution
Main tasks and responsibilities	Controller, projects for the operational reorganisation of electricity distribution at the national level, operational experience in network management.
Dates	From 1997 to 1998
Company name and address	ENI - Exploration and Production Division – Ravenna
Type of activity or sector	Oil

Main tasks and responsibilities | Assistant Chief Contractor for the development of the Adriatic gas fields:

Dates | From July 1995 to September 1996

Company name and address | **MINISTRY OF DEFENCE – ROME**

Type of activity or sector | Public Administration

Main tasks and responsibilities | Second Lieutenant (reserve officer)

EDUCATION AND TRAINING

Dates | September 1996-Giu.1997

Title of qualification awarded | **MASTER in Energy and the Environmental Management and Economics (MEDEA)**

Name and type of educational institution | **MATTEI SCHOOL – ENI SPA, MILAN**

Dates | October 1989-Feb.1995

Title of qualification awarded | **DEGREE IN ELECTRICAL ENGINEERING.**

Name and type of educational institution | **UNIVERSITY OF BOLOGNA**

Grade | **100/100 with honours**

Dates | September 1984-Giu. 1989

Title of qualification awarded | **DIPLOMA**

Name and type of educational institution | **FULCIERI PAOLUCCI DI CALBOLI SCIENCE HIGH SCHOOL, FORLÌ**

Grade | **60/60**

LANGUAGE SKILLS

Mother tongue | **ITALIAN**

Other language | **ENGLISH**

Reading, writing and speaking skills | **GOOD**

I hereby authorise the processing of the personal data contained in my curriculum vitae pursuant to Article 13 of Legislative Decree 196/2003 and Article 13 of EU Regulation 2016/679 on the protection of natural persons with regard to the processing of personal data.

Date: 02/03/2026

Signed

IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE BOARD
OF DIRECTORS OF HERA S.p.A.

The undersigned ORAZIO IACONO, born in MODICA (RG) on 23/12/1967, tax code CNIRZO67T23F258O, as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 – 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) to **not** satisfy the **independence** requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998 and by the Corporate Governance Code approved by the Corporate Governance Committee;
- e) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration.

Personal data will be processed by Hera S.p.A. in accordance with the “**Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)**” available on the website www.gruppohera.it.

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

Yours faithfully,

in BOLOGNA 26/02/2026

[signed]

Attachment: C.S.



Orazio Iacono

EDUCATION AND TRAINING

Degree in Civil Engineering from the University of Catania (1992 academic year, grade 110 with honours);

MBA at MIP - Milan Polytechnic School of Management (2011-2013 academic years);

Business Leader Programme at Cranfield School, London;

PROFILE

Over the course of my career I have gained solid experience in leading and transforming industrial groups operating in capital-intensive infrastructure sectors characterised by a high degree of regulatory, technological and financial complexity. I have led infrastructure programmes of national and international importance, including the development of Italian High-Speed rail, ensuring disciplined execution, economic and financial sustainability and long-term value creation. In addition to leading activities on the client and operator side of high-speed rail in Italy and developing High-Speed Rail services in Italy and Spain, I have also led Engineering, Procurement and Construction programme activities for Italian High-Speed projects.

I have combined industrial and strategic expertise with a strong ability to manage national and international markets, contributing to the definition of growth strategies, optimisation of the asset portfolio and structuring of complex investments. This experience has also been made available to institutional investors through strategic consulting on infrastructure and technologies, with particular attention to environmental and social sustainability and to the resilience of business models.

In my capacity as Chief Executive Officer of the Hera Group, I am leading a structured development plan in waste management, water and energy services based on industrial innovation, advanced digitalisation and the integration of artificial intelligence solutions. The aim is to strengthen the Group's leadership in the energy, ecological and digital transition while consolidating financial soundness, operational efficiency and the ability to generate value for shareholders, Stakeholder and communities.

Over the last three years – marked by extremely positive results for the company, shareholders and the various regions – significant growth in economic indicators has been accompanied by a reduction in financial exposure.

My management approach is based on rigorous discipline in capital allocation, continuous evolution of governance models, development of human capital and the systemic integration of technological innovation into industrial processes. In a context of increasing macroeconomic and regulatory complexity, I intend to continue along the path of the Group's sustainable growth by strengthening its resilience, competitiveness and strategic positioning in the European multi-utility landscape.



MAIN PROFESSIONAL EXPERIENCE

May 2022 to present - Gruppo Hera SpA

Since May 2022 **Chief Executive Officer of the Gruppo Hera SpA**, carrying out a major investment programme of over Euro 5 billion aimed at creating value for shareholders, stakeholders and communities, while continuing to be sustainable and increasing the resilience of the assets and businesses managed.

October 2021 – May 2022 - Saipem SpA

Chief Operating Officer ITALY and Chief Operating Officer Sustainable Infrastructures.

February 2021 – October 2021- Oaktree Capital Management/PwC Italy

Senior advisor: strategic and specialised advice on infrastructure and technologies with a view to environmental, social and economic-financial sustainability and a strong orientation towards ESG (Environmental, Social, Governance) principles for corporate social growth.

October 2014 – December 2020 – Gruppo FS / Trenitalia Spa

From October 2014 to September 2017, Director of the Regional Passenger Division, the Trenitalia business unit that all the individual regional departments report to, implementing a radical restructuring of the industrial structure and turning the company – also thanks to an unprecedented investment programme for the new regional fleet – into a European benchmark for punctuality and reliability.

From September 2017 to December 2020, Chief Executive Officer and Director General of Trenitalia. In recent years, Trenitalia has become a European group, recording a turnover of ca. €6.5 billion, with branches in five countries (Germany, France, Spain, UK and Greece). The internationalisation process of Trenitalia was completed when the company won contracts in the UK (August 2019: West Coast Franchise) and in Spain (November 2019) for the Spanish High Speed rail service.

December 1993 - October 2014 Gruppo FS / RFI Spa

Joined the FS Group on 1 December 1993, and was assigned positions of increasing responsibility within the company RFI (network manager), finally becoming its **Sales and Operations Director** in 2012, having followed high-speed rail development projects among others.



AWARDS AND HONOURS

2024 AGICI Award “Andrea Gilardoni Utilities Manager” – SPL category

For leadership in the environmental sector, the excellent results achieved in the energy sector and the resilience of the networks supporting the population affected by the recent floods.

2019 Italian Excellence Award – December 2019

Italian Excellence is the award recognising stories of courage, passion and identity of the Italy that matters.

2019 Ragusani nel mondo Award – August 2019

Ragusani nel mondo rewards the success stories of people from the Ragusa area.

IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE BOARD
OF DIRECTORS OF HERA S.p.A.

The undersigned FABBRI TOMMASO, born in BONDENO (FE) on 25/11/1965, tax code FBB TMS 65S25 A965A, as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under n. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) to satisfy the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) to satisfy the independence requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.
- f) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration.

Personal data will be processed by Hera S.p.A. in accordance with the **“Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)”** available on the website www.gruppohera.it.

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

Yours faithfully,

Modena, 27 February 2026

Attachment: C.S.

signed

PERSONAL DETAILS		Tommaso Fabbri
	<p>Full Professor of Business Organisation, former Director of the Marco Biagi Department of Economics, Deputy Director of the E4E Doctoral School (Engineering for Economics - Economics for Engineering) at the University of Modena and Reggio Emilia. Vice President of the Scientific Committee of the Marco Biagi Foundation and Lecturer at Bologna Business School. Was Visiting Professor at Pennsylvania State University, Smeal College of Business Administration.</p> <p>Since the 1996-1997 academic year, he has taught organisation theory, organisational design and behaviour, and human resources management for bachelor's and master's degree courses and doctoral programmes. Author of numerous books and articles published by publishers and in national and international journals. Main research interests are organisational change and learning, the relationship between technology and organisation, well-being at work and human resources management. Provides consultancy services in organisational design and behaviour, human resources management and organisational well-being, digital transformation and data-driven management for various private companies and public institutions.</p>	
	PROFESSIONAL EXPERIENCE	
2018 - present	University of Modena and Reggio Emilia, Marco Biagi Department of Economics	
	Full Professor of Business Organisation	
2012 - present	University of Modena and Reggio Emilia	
	Director of university master's programmes, university advanced training courses and training courses including:	
	<i>Management for the Direction of Complex Healthcare Facilities (2012-2025)</i> <i>Sport System Management (2022-2024)</i> <i>People Analytics - Methods and tools for data-driven human resources management (2022)</i>	
2010/2020	Marco Biagi Foundation	
	Member of the Certification Committee (pursuant to Articles 75 et seq. of Legislative Decree no. 276 of 10 September 2003)	
	Collaborator	
2016/2019	ELAB srl	
	Strategic, organisational, and digital transformation consulting	
	Collaborator	
2004/2018	University of Modena and Reggio Emilia, Marco Biagi Department of Economics	
	Associate Professor of Business Organisation	

2010 / 2015 and 2016	Experimental Centre of Cinematography Foundation of Rome
	Local development policies and programmes based on cinema and audiovisual media
	Consultant
2005 / 2010 and 2013	Ministry of Economic Development – Department for Development and Cohesion (through the in-house company Studiare Sviluppo)
	Design, organisation and evaluation of territorial development programmes centred on culture
	Consultant
2008 / 2009	Cassa di Risparmio di Modena Foundation
	Governance of cultural production processes
	Consultant
2007 / 2008	Ministry of Public Education / Invalsi – National Institute for the Evaluation of the Education and Training System
	Organisational design and design of administrative and research processes
	Consultant
1995 / 1996	Pennsylvania State University – Smeal College of Business Administration, Department of Management and Organization
	Visiting Professor
1995 / 2004	University of Modena and Reggio Emilia, Marco Biagi Department of Economics
	Researcher in Economics of Financial Intermediaries and, from 2000, in Business Organisation
	EDUCATION AND TRAINING
2001	Pennsylvania State University – Smeal College of Business Administration, Department of Management and Organization
	Management & Organization studies
	Visiting Scholar
1997	Pennsylvania State University – Smeal College of Business Administration, Department of Management and Organization
	Management & Organization studies
	Visiting Scholar with a CNR grant
1994	University of Venice
	Epistemology of organisation, social research methodology, Organisation Theory, organisational design and organisational behaviour

	PhD in Economics and Business Administration
1989 / 1990	University of Modena and Reggio Emilia
	Business administration
	Degree in Economics and Business (cum laude)
	POSITIONS HELD IN COMPANIES / BODIES
2025 - present	Autonomous Province of Trento
	Member of the Personnel Committee
2024 - present	S.O.S II Telefono Azzurro ETS Foundation
	Director on the BoD
2020 - present	Modena University Hospital
	Member of the Steering Committee
2020 - present	Vignola Foundation
	Member of the Steering Committee
2019 / 2025	University of Modena and Reggio Emilia
	Director of the Marco Biagi Department of Economics
2019 / 2025	Marco Biagi Foundation
	Director on the BoD
2019 / 2025	University of Modena and Reggio Emilia
	Member of the Academic Senate, coordinator of the Third Mission Committee
2017 - present	University of Modena and Reggio Emilia
	Deputy Director of the E4E PhD School (Engineering for Economics / Economics for Engineering)
2016 - present	Marco Biagi Foundation
	Vice-Chair of the Scientific Committee
2016 / 2017	University of Modena and Reggio Emilia
	Director of the PhD in Labour, Development, Innovation
2012 / 2016	University of Modena and Reggio Emilia
	Member of the CUG – Single Guarantee Committee
2015 / 2019	Marco Biagi Department of Economics
	Member of the Department Executive Committee, with responsibility for the Third Mission

2014 / 2015	Marco Biagi Department of Economics				
	Department Deputy Director				
2008 / 2012	University of Modena and Reggio Emilia				
	Scientific coordinator of the Organisational Well-being Committee				
2006 / 2011	Modena University Hospital				
	Member of the Evaluation Board				
	LANGUAGE SKILLS				
Mother tongue	Italian				
Other languages	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
	English	C2	C2	C2	C2
	COMPUTER SKILLS				
	Microsoft 365, Google Suite				

Modena, 10 February 2026

Yours faithfully.

[signed]

**IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE
BOARD OF DIRECTORS OF HERA S.p.A.**

The *undersigned* **ROBERTA CALDERISI**, born in **ANCONA (AN)** on **16/07/1977**, tax code **CLDRRT77L56A271X**, as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 -40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) to satisfy the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) to satisfy the independence requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.
- f) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration.

Personal data will be processed by Hera S.p.A. in accordance with the “**Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)**” available on the website www.gruppohera.it

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

Yours faithfully,

17/02/2026

[signed]

Attachment: C.S.

Roberta Calderisi

Positions and experience in the association field

President of the Rompi il Silenzio APS Association since May 2021

Vice President of the Rompi il Silenzio APS Association from 2018 to April 2021

Education and training

October 2017: Erickson training course “Addressing Violence against Women”

2012-2017: Level 1 and level 2 training course for operators at Anti-Violence Centres

Diploma as an operator at an Anti-Violence Centre in 2011

Degree earned on 9 October 2002 at the Faculty of Law of the Alma Mater Studiorum – University of Bologna with marks of 98/110

Scientific high school diploma earned in 1996 at the state Alessandro Serpieri scientific high school in Rimini

Work experience

Legal profession from 6 November 2002 at the firm of Antonio Calderisi of the Rimini Bar as a trainee lawyer.

Legal profession from 2004 to 2006 at the firm of Andrea Bussa of the Rome Bar as a legal representative.

Practice as a self-employed professional and enrolment with the Rimini Bar Association since 8 May 2007.

Entitled to appear before the Court of Cassation since 16 July 2021

Legal advice and professional activity in the interest of the Federconsumatori association of the province of Rimini from 2009 to 2018.

Legal advice at “Servizio per Lei” of the Province of Rimini during 2013-2014.

Privacy consultancy for companies, third-sector organisations and public bodies since 2010.

Legal advice and professional activity in the interest of the Rompi il Silenzio APS Association of the province of Rimini since 2013.

External collaboration with the Mulazzani-Pennesi-Costanzi Law Firm in Rimini

Foreign languages

English: good written and spoken knowledge

Rimini, 17/02/2026

Roberta Calderisi
[signed]

IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE
BOARD OF DIRECTORS OF HERA S.p.A.

The undersigned BACCHILEGA FABIO, born in IMOLA (BO) on 01/12/1963, tax code BCC FBA 63T01 E289E, as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Bertini Pichat 2/4 – 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) to satisfy the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) to satisfy the independence requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.
- f) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration. Personal data will be processed by Hera S.p.A. in accordance with the "**Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)**" available on the website www.gruppohera.it.

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

Yours faithfully,

20/02/2026

[signed]

Attachment: C.S.

CURRICULUM VITAE

PERSONAL DETAILS

Surname and Name **BACCHILEGA FABIO**

Place and date of birth IMOLA (BO) 01.12.1963

EDUCATION AND TRAINING

Degree in Business and Economics – Alma Mater Studiorum University of Bologna

Training course in "Business Management" at SDA Bocconi School of Business Management

PROFESSIONAL ASSIGNMENTS

Present Chair of the Board of Directors of **Fonderia C.A.B. S.r.l.**

Present Chair of the Board of Directors of **Fonderia Fomar Ghisa S.r.l.**

Present Sole Director of **Costruzioni Edili Residenziali Artigianali – CORA S.r.l.**

OTHER ROLES

From 2020 to present Chair of the Board of Directors of **CON.AMI – Consorzio Azienda Multiservizi di Imola**, a consortium that deals with the equity management of Local Public Services facilities (water, energy and environment) and various corporate holdings.

From 2020 to present Director of **Hera S.p.A. of Bologna**, a multiutility operating in the field of energy and environmental services to citizens and companies.

From 2020 to present Director of **HERABIT S.p.A.** of Imola, a company operating in the broadband telecommunications sector.

From 2023 to present Chair of the Board of Directors of the company **Hera Comm S.r.l.** of Imola, a company specialising in energy services

From 2016 to 2020 Chair of Fondazione Cassa di Risparmio di Imola

From 2011 to 2016 Director of Fondazione Cassa di Risparmio di Imola

LANGUAGES

Mother tongue Italian

English good

Fabio Bacchilega
[signed]

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

Imola,; 20/02/2026

IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE
BOARD OF DIRECTORS OF HERA S.p.A.

The undersigned GIANNI BESSI, born in RAVENNA (RA) on 14/05/1967, tax code BAAGNN67E14H199R, as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 – 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) to not satisfy the **independence** requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998 and by the Corporate Governance Code approved by the Corporate Governance Committee;
- e) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration. Personal data will be processed by Hera S.p.A. in accordance with the “**Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)**” available on the website www.gruppohera.it.

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

Yours faithfully,

20/02/2026

[signed]

**EUROPEAN FORMAT FOR
THE CURRICULUM VITAE**
[logo]

PERSONAL DETAILS

Name GIANNI BESSI
Born in RAVENNA
Date of birth 14.05.1967
Nationality Italian

PROFESSIONAL EXPERIENCE

From July 2023 to the present, Chair of Conservizi Emilia-Romagna (Association whose members are the operators of local public services working within the region in the environment, water and energy sectors).

From 27 April 2023 to the present, Director of Hera S.p.A. and, within the Hera Group, Chair of Hera Trading S.r.l. and Director of Hera Luce S.r.l.

2020-2023: Regional Councillor of Emilia-Romagna in the Legislative Assembly of the 11th Legislature, Democratic Party group, under President Bonaccini, elected in the regional elections of 26 January 2020 in the constituency of the Province of Ravenna. Served as head of the Democratic Party group in Committee I - Budget, General and Institutional Affairs. And standing member of: Committee II – Economic Policies; Committee III - Territory, Environment, Mobility; Committee VI – Statute and Regulations. During the 11th Legislature he followed, sometimes as majority rapporteur, various laws, including the 2022-2027 Waste and Remediation Plan, the Development Plan for the Simplified Logistics Zone, the 2022-2024 Regional Energy Plan, measures linked to the 2021 European Law and the general accounts of the Emilia-Romagna Region for 2019 and 2021.

2014 - 2020: Regional Councillor of Emilia-Romagna in the Assembly of the 10th Legislature (President Stefano Bonaccini), Democratic Party group, elected in the regional elections of 23 November 2014 in the constituency of the Province of Ravenna. Within the Assembly he was a standing member of: Committee I - Budget, General and Institutional Affairs; Committee II - Economic Policies; Committee for the Promotion of conditions of full equality between women and men. Vice Chair of the Special Research and Study Committee on the so-called fake cooperatives established on 2 February 2018. Permanently delegated by Decree no. 13 from 27 January 2015 until December 2016 to represent the President in the Port Committee of the Port Authority of Ravenna (Law 84/1994). During the 10th Legislature, on several occasions as majority rapporteur, he dealt with important laws, including the budget laws, the Regional Economic and Financial Document and the EU implementing law.

2011 - 2014 Vice-president of the Province of Ravenna (President Claudio Casadio) with delegation to: Development policies. Policies for industry, crafts and commerce. Port (He was in this period a permanent member of the Port Committee of the Port Authority of Ravenna). EU policies. Technological innovation. University, scientific research. Statistics. Equity investments (Companies, Entities, Foundations, Consortia). During this period he was a permanent delegate to the Shareholders' Meetings of: Centuria RIT Romagna Innovazione Tecnologica Soc. Cons a.r.l.; Parco delle Saline di Cervia s.r.l.; Stepra Soc. Cons. arl; Agenda s.r.l.; Agenzia Polo Ceramico Soc. Cons. arl; Ervet S.p.a; Consorzio Agriport Ravenna Soc. Cons. a.r.l.; Società di Area Terre di Faenza; Porto Intermodale S.p.a Sapir; Fondazione Cassa di Risparmio di Ravenna; Fondazione Cassa di Risparmio e Banca del Monte di Lugo; Member of the Board of Directors of the Istituto Superiore per le Industrie Artistiche di Faenza; contact person for the Province of Ravenna for EXPO 2015 projects; Representative in the Council of Local Authorities for cooperation with developing countries pursuant to Regional Law 12/2002; standing member of the Monitoring Committee provided for by the regional operational programme for the

European Regional Development Fund approved by the European Commission no. C (2007) 3875 of 7 August 2007; Member of the Coordination Board of the University of Bologna Campus.

2001–2011: Head of the cabinet of the President of the Province of Ravenna Francesco Giangrandi from 2001 to 2011. In summary, this role provided support to the President in the functions of guidance, control, analysis, collection of information and elements both in relation to the programme guidelines and to the actions and projects to be carried out during the term of office; provided coordination of actions or interventions of particular and specific relevance which did not fall within the remit of the institutional bodies or the managers of the Authority; ensured coordination of actions and interventions in institutional relations, in particular with central government and the individual ministries. The duties assigned to this role were determined and regulated from 2006 with a fixed-term executive contract.

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

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

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

1999 - 2000 Ministry for Agricultural and Forestry Policies (Minister Paolo De Castro): appointed by Decree of 4 February 1999 and of 11 February 2000 establishing the Cabinet Office, to the Special Secretariat, the International Relations Office, the Italian National Committee of FAO and the Technical Secretariat of the Minister. During this period he held various positions as an expert, including that of member of: the Technical Support Group for collaboration in the planning and implementation of national agricultural policy, also in relation to the local agricultural policy; the Evaluation Group for the verification of public investments of the Ministry of Agricultural and Forestry Policies in agricultural, forestry, agri-food and fisheries matters; the sectoral table "Waste and Pollution" of the Structural Funds Programming period 2000/2006, CIPE resolution no. 140 of 22.12.98 at the Ministry of the Environment; the Working Group for the coordination of the initiatives of the Ministry of Agricultural and Forestry Policies within the "Missione Arcobaleno" [Mission Rainbow] for the emergency in Kosovo; the 4th Session of the Joint Commission between the Italian Republic and the Islamic Republic of Iran, representing the International Relations Office of the Ministry of Agricultural and Forestry Policies; the delegation of the Ministry of Agricultural and Forestry Policies to the "Codex Alimentarius Commission" (FAO - UN) held in Wellington (New Zealand) in February 2000; the Drafting Committee of the "Agricoltura" magazine; the Supervisory Committee of the Interprovincial Agricultural Consortium of Lucca and Massa Carrara; standing auditor of the Interprovincial Agricultural Consortium of Forlì, Cesena and Rimini; the Supervisory Committee of the Interprovincial Agricultural Consortium of Rome and Frosinone.

From 1998 to the present: employee from 3 March 1998 of Hera SpA Registered Office Viale Carlo Berti Pichat 2/4 - 40127 Bologna. Held the position of member of the Strategic Marketing service within the General Management Department and Head of the Sales Service of the Environmental Department of the company Azienda Ravennate Energia Ambiente (AREA Ravenna SpA).

Professional experience abroad 1994-1995: Internship at Confcooperative and CECOP (European confederation of industrial and service cooperatives) in Brussels (Belgium).

EDUCATION AND TRAINING

1994: Degree in Political Science ALMA MATER STUDIORUM UNIVERSITY OF BOLOGNA.
1992: 6-month Erasmus scholarship at the UNIVERSITY OF LIMERICK (EIRE).

MILITARY SERVICE National Fire Brigade Corps from 28 July 1987 until discharge on 26 July 1988. From 1988 to 1990, he was recalled for temporary service as a volunteer firefighter.

OTHER QUALIFICATIONS Freelance journalist, registered with the Order of Journalists (card no. 129537).

PUBLISHING AND JOURNALISTIC ACTIVITIES Since 2022 he has been an editorial contributor to the publications of the Il Messaggero Group, with ongoing contributions of analysis and commentary on economic and energy issues.

He contributed to the publication of Business Future under EU Green Taxonomy (Luigi Einaudi Foundation - European Liberal Forum, 2022), editing Chapter 8 "Taxonomy and gas".

He is the author of the following volumes on energy and geopolitics:

- Post-Merkel. A Vacuum that only Europe can Fill, goWare, 2021.
- House of Zar. Geopolitics and energy in the time of Putin, Erdogan and Trump, goWare. 2020.
- Natural gas. Tomorrow's Energy, Innovative Publishing, 2018, with foreword by Professor Giulio Sapelli.

He is the author of analyses on energy and geopolitics in specialised publications, including Startmag and Formiche.

Representing Confservizi Emilia-Romagna, he speaks at institutional conferences, regional committees and seminars on the topics of local public services. He has been a speaker in academic and institutional contexts, including at the University of Bologna and at initiatives promoted by the Luigi Einaudi Foundation and the European Liberal Forum, as well as at an international conference held in Lisbon.

20 FEBRUARY 2026
YOURS FAITHFULLY.

[signed]

IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE
BOARD OF DIRECTORS OF HERA S.p.A.

The undersigned ENRICO DI STASI, born in SAN VITO AL TAGLIAMENTO (PN) on 08/07/1978, tax code DSTNRC78L081403E as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 – 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) to not satisfy the **independence** requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998 and by the Corporate Governance Code approved by the Corporate Governance Committee;
- e) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration. Personal data will be processed by Hera S.p.A. in accordance with the “**Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)**” available on the website www.gruppohera.it.

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

Yours faithfully,

03/03/2026

[signed]

**EUROPEAN FORMAT FOR THE
CURRICULUM VITAE**

[logo]
PERSONAL DETAILS

Name **ENRICO DI STASI**

Nationality Italian

Date of birth 8 JULY 1978

PROFESSIONAL EXPERIENCE

2023 to the present	METROPOLITAN CITY OF BOLOGNA - HEAD OF THE MAYOR'S POLITICAL SECRETARIAT – SUPPORT TO THE MAYORS ON CIVIL PROTECTION AND LOCAL POLICE MATTERS
2023 to the present	HERA S.P.A. BOARD OF DIRECTORS
2021/2023	METROPOLITAN CITY OF BOLOGNA – HEAD OF THE MAYOR'S POLITICAL SECRETARIAT – SUPPORT TO THE MAYORS IN RELATIONS WITH THE AUTHORITY'S SECTORS, MAYOR'S DELEGATE AT ATERSIR, LEGALITY POLICIES, EUROPEAN FUNDS
2016 / 2021	MUNICIPALITY OF BOLOGNA - MAYOR'S CABINET OF BOLOGNA SUPPORT ROLE IN THE FIELD OF URBAN SECURITY POLICIES, CIVIL PROTECTION, TRADE POLICIES, LEGALITY, SPORT AND INSTITUTIONAL LIAISON
2011 / 2016	PRIVATE SECRETARY TO THE MAYOR OF BOLOGNA, ASSIGNED TO THE MAYOR'S CABINET. DELEGATE FOR RELATIONS WITH METROPOLITAN MUNICIPALITIES, MAYOR'S DELEGATE AT ATERSIR
2010 /2011	MANAGER WITH POLITICAL AND ORGANISATIONAL DUTIES AT PARTITO DEMOCRATICO DI BOLOGNA (POLITICAL PARTY)
2004 /2009	Councillor for public works, heritage, roads and environment at the municipality of Pianoro
2004/2009	CHAIR OF "MADE IN BO S.R.L.", COMPANY FOR THE ORGANISATION OF TRADE FAIRS AND EVENTS IN BOLOGNA
2001 /2009	EXECUTIVE / MANAGER WITH POLITICAL AND ORGANISATIONAL DUTIES AT DEMOCRATICI DI SINISTRA FEDERAZIONE DI BOLOGNA. (POLITICAL PARTY)
1999 / 2004	OFFICE WORKER AT ESTRAGON SOC. COOP., A COOPERATIVE OPERATING IN THE SECTOR OF YOUTH CULTURAL AND MUSIC PROMOTION
1999/2004	LOCAL COORDINATION ROLES IN THE CITY AND PROVINCE OF BOLOGNA AND POLITICAL ROLES WITH THE SECRETARIAT AND PROVINCIAL LEADERSHIP OF DEMOCRATICI DI SINISTRA (political party) District councillor in Bologna, deputy group leader DS (Saragozza district)
1998/2001	EXECUTIVE/MANAGER WITH POLITICAL AND ORGANISATIONAL DUTIES AT FEDERAZIONE GIOVANILE DEI DEMOCRATICI DI SINISTRA DI BOLOGNA (POLITICAL PARTY)

- Name and address of employer Metropolitan City of Bologna
- Type of company or sector Public body
- Type of employment Fixed-term contract pursuant to Article 90 of Legislative Decree no. 267 of 18 August 2000
- Main tasks and responsibilities METROPOLITAN CITY OF BOLOGNA – HEAD OF THE MAYOR'S POLITICAL SECRETARIAT – SUPPORT TO THE MAYORS ON CIVIL PROTECTION AND LOCAL POLICE MATTERS

EDUCATION AND TRAINING

- 1992 /1997 M. Minghetti Classical high school Bologna
- Qualification obtained High School Diploma in Classics
- 2015/2018 Unibo - Labour consultant and business relations.
- Qualification obtained University degree

PERSONAL SKILLS AND ABILITIES

Acquired in the course of life and career but not necessarily recognised by official certificates and diplomas.

I HAVE ACQUIRED PROFESSIONALISM AND EXPERTISE IN THE ORGANISATION OF EVENTS SUCH AS DEMONSTRATIONS, FUNDRAISING AND IN COORDINATING ORGANISED GROUPS OF VOLUNTEERS IN THE CITY AND PROVINCE OF BOLOGNA. THROUGH THE COLLABORATION WITH COOP. ESTRAGON I HAVE ACQUIRED SKILLS IN THE ORGANISATION OF CULTURAL AND RECREATIONAL EVENTS (CONCERTS, FESTIVALS) WITH A PARTICULAR APTITUDE FOR STAFF RELATIONS AND ORGANISATION AND FOR RESOURCE MANAGEMENT.

MOTHER TONGUE **ITALIAN LANGUAGE**

OTHER LANGUAGES **ENGLISH B1** CERTIFIED BY THE UNIVERSITY OF BOLOGNA

- Reading skills GOOD
- Writing skills GOOD
- Speaking skills GOOD

COMMUNICATION SKILLS AND ABILITIES

REPRESENTATIVE AT THE NATIONAL INTERINSTITUTIONAL WORKING GROUP OF THE MINISTRY OF THE INTERIOR ON URBAN SECURITY.
PROJECT MANAGER AT THE MUNICIPALITY OF BOLOGNA FOR THE ITALIAN AND EUROPEAN FORUM FOR URBAN SECURITY.
SINCE HIGH SCHOOL I HAVE GAINED EXPERIENCE IN POLITICAL AND TRADE UNION ASSOCIATIONS, ACQUIRING SKILLS THAT I THEN REFINED AND IMPROVED IN SUBSEQUENT POLITICAL AND ADMINISTRATIVE EXPERIENCES, ALWAYS IN ROLES INVOLVING DIRECT INTERACTION AND CONTACT WITH THE PUBLIC AND STAFF COORDINATION.
PRESIDENT SINCE 2006 OF THE "ESTRAGON" CULTURAL ASSOCIATION OF BOLOGNA AS WELL AS A MEMBER OF THE COOPERATIVE OF THE SAME NAME OPERATING IN THE SECTOR OF YOUTH CULTURAL AND MUSIC PROMOTION, THROUGH EVENTS OFTEN IN COORDINATION WITH THE PUBLIC ADMINISTRATION.

ORGANISATIONAL SKILLS AND ABILITIES

I HAVE ACQUIRED PROFESSIONALISM AND EXPERTISE IN THE ORGANISATION OF EVENTS SUCH AS DEMONSTRATIONS, FUNDRAISING AND IN COORDINATING ORGANISED GROUPS OF VOLUNTEERS IN THE CITY AND PROVINCE OF BOLOGNA.
THROUGH THE COLLABORATION WITH COOP. ESTRAGON I HAVE ACQUIRED SKILLS IN THE ORGANISATION OF CULTURAL AND RECREATIONAL EVENTS (CONCERTS, FESTIVALS) WITH A PARTICULAR APTITUDE FOR STAFF RELATIONS AND ORGANISATION AND FOR RESOURCE MANAGEMENT.

TECHNICAL SKILLS AND ABILITIES

GOOD KNOWLEDGE AND USE OF COMPUTERS

DRIVING LICENSE(S) Driving licence A and B

IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE
BOARD OF DIRECTORS OF HERA S.p.A.

The undersigned TOSELLI FABRIZIO born in CENTO (FE) on 27/01/1973, tax code TSLFRZ73A27C469W as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 - 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) to satisfy the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) to satisfy the independence requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.
- f) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration. Personal data will be processed by Hera S.p.A. in accordance with the "**Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)**" available on the website www.gruppohera.it.

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

Yours faithfully,

BONDENO 28/02/2026

[signed]

Attachment: C.S.

CURRICULUM VITAE

PERSONAL DETAILS

Surname and name	TOSELLI FABRIZIO
Date of birth	27/01/1973
Place of birth	CENTO (FE)

EDUCATIONAL QUALIFICATIONS

Qualification	INDUSTRIAL TECHNICIAN DIPLOMA
Language skills	ENGLISH

PROFESSIONAL EXPERIENCE

From 1999 to 2004	HEAD OF THE RAS SUB-AGENCY IN SANT'AGOSTINO (FE)
From 2009 to present	SOLE TRADER WITH CONSULTANCY CONTRACTS IN THE ENERGY AND CONSTRUCTION SECTORS
From 2016 to present	MANAGEMENT OF THE FAMILY BUSINESS INVOLVED IN THE PRODUCTION AND PROCESSING OF FOOD PRODUCTS FROM AGRICULTURAL PRODUCE

POLITICAL EXPERIENCE

1998	PROVINCIAL DELEGATE OF FERRARA AT THE FOUNDING CONGRESS OF FORZA ITALIA
From 1999 to 2009	DEPUTY MAYOR OF THE MUNICIPALITY OF SANT'AGOSTINO (FE)

From 2009 to 2016	MAYOR OF THE MUNICIPALITY OF SANT'AGOSTINO (FE), REAPPOINTED AS MAYOR FROM MAY 2014. FROM 2012, AS MAYOR, TOGETHER WITH THE EXTRAORDINARY COMMISSIONER OF EMILIA-ROMAGNA, MANAGED THE POST-EARTHQUAKE RECONSTRUCTION OF THE MUNICIPALITY OF SANT'AGOSTINO (FE). FOLLOWING THE WORK CARRIED OUT, RECEIVED THE HIGHEST LIONS HONOUR, THE "MELVIN JONES AWARD", ON THE RECOMMENDATION OF THE LIONS CLUBS OF FERRARA.
From 2011 to 2013	APPOINTMENT AS DEPUTY PROVINCIAL COORDINATOR OF FERRARA OF POPOLO DELLE LIBERTÀ
From 2014 to 2016	PROVINCIAL COUNCILLOR OF FERRARA WITH RESPONSIBILITY FOR EMPLOYMENT AND PRODUCTIVE ACTIVITIES
From 2016 to 2021	MAYOR OF THE MUNICIPALITY OF CENTO (FE)
From October 2021 to August 2024	MUNICIPAL COUNCILLOR OF THE MUNICIPALITY OF CENTO (FE)
from 2023 to present	PROVINCIAL SECRETARY OF FORZA ITALIA FERRARA

Bondeno, 26/02/2026

SIGNATURE

Signed Fabrizio Toselli

IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE
BOARD OF DIRECTORS OF HERA S.p.A.

The undersigned BRIGHENTI BENEDETTA born in SASSUOLO (MO) on 6/4/1982, tax code BRG BDT 82D46 I462E, as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 -40127 Bologna, registered in the Bologna Companies' Register under n. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) that I possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) to satisfy the independence requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.
- f) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration. Personal data will be processed by Hera S.p.A. in accordance with the "**Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)**" available on the website www.gruppohera.it.

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

Yours faithfully,

Modena, 27 February

[signed]

Attachment: C.S.

CURRICULUM VITAE

[logo]

PERSONAL DETAILS

Name **Benedetta Brighenti**

Date of birth 06/04/1982

PROFESSIONAL EXPERIENCE

- April 2025 – Present **NATIONAL EXPERT Ministry for the Environment and Energy Security**
Reference expert on issues relating to the Mission “Adaptation to Climate Change” and the “European Covenant of Mayors”
- February 2025 – Present **NATIONAL EXPERT Ministry of University and Research**
Reference expert on issues relating to the Mission “Climate Neutral and Smart Cities”
- June 2024 – Present **FEDARENE (European network of Local Energy Agencies)**
27 Rue du College 1050 Bruxelles (Belgium)
Vice President, Board member
Climate Action for Climate Neutral Cities and Regions
- January 2024 – Present **EUROPEAN COMMISSION**
Climate Pact Ambassador
European Climate Pact Ambassadors are selected by the European Commission. The mission is to engage all citizens and communities in action for the climate and the environment.
- September 2023–September 2025 **UNIMORE**
Advisor to the UNIMORE Rector’s Office, reporting directly to the Rector on the project “strengthening relations with national and international institutions and businesses that operate or wish to establish processes in the field of sustainability, energy and climate change”
*Collaboration as a **self-employed professional***
- October 2021 – Present **RENAEL (National network of Local Energy Agencies)**
Via Enrico Caruso 3, 41122 Modena
Non-profit association for the country’s development of sustainable energy.
General Manager
- Positioning of the network at the national and international levels
 - Fundraising
 - Management of institutional relations
 - Development of collaborations and projects with the main other National and International Associations and Bodies
 - Management of all internal and external human resources
 - Reporting of all activities to the President
 - - Definition of the strategic guidelines and analysis thereof with the BoD

November 2017 – Present	<p>AESS (Agency for Energy and Sustainable Development) Via Enrico Caruso 3, 41122 Modena Non-profit association for the energy, climate and sustainable development of the territory <i>President</i></p> <ul style="list-style-type: none"> - Strategic analysis and decisions - Leadership of the BoD and the Shareholders' Meeting - Management of institutional relations with members, with other institutional and non-institutional bodies and with stakeholders
June 2020 – August 2021	<p>Eco.Energia S.p.a. and Gorent S.p.a. Operational headquarters: Via Fanfani 111/a - 50127 Florence Group of companies operating in the urban hygiene sector for the rental of waste collection vehicles and for integrated services in the collection and qualified transport of non-hazardous municipal waste.</p> <p>Director of External Relations and Strategic Guidelines</p> <ul style="list-style-type: none"> - Management of external relations with key and institutional clients - Direct reporting line to the CEO/President, providing periodic updates on the activities carried out - Representation of the Chair at trade associations - Analysis and improvement of the Group's positioning at the national/international levels - Institutional relations - Coordination with the operational structure for discussions regarding existing tenders - Analysis and development of partnerships for local development - Collaboration with the management team for the development of strategic guidelines - Collaboration in maintaining and improving the motivation and professionalism of colleagues, assigning tasks, promoting professional skills, providing appropriate support in difficulties and in the evaluation of results
January 2019 - June 2020	<p>Eco.Energia S.p.a Operational headquarters: Via Fanfani 111/a - 50127 Florence Registered office: Via Alfred Ammon 24 – 39042 Bressanone Provider of integrated services involved in the collection and qualified transport of non-hazardous municipal waste. Holder for Italy, France and Spain of the Olly® trademark, characterising a project for the collection of used domestic and commercial cooking oils.</p> <p>General Manager and Operations Manager</p> <ul style="list-style-type: none"> - Coordination and optimisation of all operational and project activities - Direct report to the CEO/President, providing periodic updates on the activities carried out by the company - Discussion and approval of the budget - Management and operational responsibility for running the company and for relations with external bodies in connection with existing service contracts - Quality Manager - Analysis and development of public tenders and expressions of interest - Institutional relations - Management and establishment of new operational headquarters - Management and coordination of Research and Development - Analysis of local, national or European calls for funding - Ensuring of company target achievement - Monitoring of compliance with budget targets during the year - Carrying out the analysis and planning of investments for their approval by decision-making committees in order to achieve budget targets - Collaboration in maintaining and improving the motivation and professionalism of colleagues, assigning tasks, promoting professional skills, providing appropriate support in difficulties and in the evaluation of results - Authorised signatory (without spending limits)

December 2016 – January 2019

Gorent Group

Operational and registered headquarters: Via Pisana 111/a - 50127 Scandicci

Gorent S.p.a.: Joint-stock company operating in the rental of heavy vehicles for the performance of urban hygiene services.

Eco.Energia: Provider of integrated services involved in the collection and qualified transport of non-hazardous municipal waste. Holder for Italy, France and Spain of the Olly® trademark, characterising a project for the collection of used domestic and commercial cooking oils.

Eco.Biomasse: Company engaged in trade and wholesale and processing of timber, semi-finished wood products and artificial wood.

Corporate Marketing Director

- Coordination and optimisation of all operational and project activities
- Direct report to the CEO/President, providing periodic updates on the activities carried out by the company
- Drafting and discussion of the budget
- Coordination of activities in the marketing area
- Management and operational responsibility for running the company and for relations with external bodies in connection with existing service contracts
- Site management
- Internal and external communications
- Organisation and management of the trade fair stand
- Management of relationships with suppliers
- Manage and maintain relations with external bodies relevant to the assigned responsibility and with the Group's counterparts
- Monitoring of compliance with budget targets during the year
- Carrying out technical investments in order to achieve budget targets
- Collaboration in maintaining and improving the motivation and professionalism of colleagues, assigning tasks, promoting professional skills, providing appropriate support in difficulties and in the evaluation of results
- Authorised signatory for all the Group companies (without spending limits)

January 2015 - December 2019

Committee of the Regions

Rue Belliard 99-101 B - 1040 Brussels

Public Administration

Member of the Assembly of Mayors and Presidents of Regions of Europe

- ECON Committee (financial)
- ENVE Committee (environment)
- Rapporteur of the Opinion "*Collaborative economy and online platforms: a shared view of cities and regions*" 2016
- Rapporteur of the Opinion "*The local and regional dimension of the sharing economy*" 2015
- Rapporteur of the Opinion "*Covenant of Mayors post 2020*" 2019

June 2011 - December 2016

DUCATI energia S.p.a

Via M.E. Lepido 182 - 40132 BOLOGNA

Sustainable mobility, wind generators, industrial power factor correction, capacitors for power electronics, AC industrial capacitors, measuring instruments, generators, energy, railway signalling, ITS, ticketing. Design of electro-mechanical and electronic systems

Collaboration as a freelancer

- Design and supervision of the relocation of the company's head office from Bologna Borgo Panigale to Zola Predosa
- Supervision of sustainable mobility projects with Public Bodies
- Supervision of sponsorship and communication projects

October 2010 - March 2011	<p>Cooprocon, Progettare intorno all'uomo Via Giardini Sud 52 - 41026 Pavullo nel Frignano MODENA Technical Studio <i>Collaboration as a freelancer</i> Architectural design, urban planning, plant engineering and works management</p> <ul style="list-style-type: none"> - Analysis of a schedule of bio-architecture and energy-saving products and technologies used by the company - Design of an eco-sustainable urban district in the Maranello area - Supervision for participation in public design tenders
June 2005 - September 2010	<p>Studio Tecnico Associato Bio-Architettura-Uno Via Serra vecchia 34 41028 Serramazzoni MODENA Technical Studio specialising in bio-architecture <i>Collaboration as a freelancer</i> Architectural design and works management</p> <ul style="list-style-type: none"> - Site experience, with relevant study report, on a renowned case of - Bio-architecture, a villa in the Vignola area (MO) - Design of a footbridge on Tiepido Creek - Design of a semi-detached house in the Castelnuovo Rangone area - Design and site work experience for 5 apartments in a villa, in the Montale Rangone area
EDUCATION AND TRAINING	
October – December 2023	“ESG and Sustainable Finance” Bologna Business School (Open Programme)
April 2022	“Executive course in Public Speaking” Luiss Business School
November 2020 – March 2021	“Master Project Management” Executive Master Certificate 24 ORE Business School Executive Master Certificate, Project Manager training course
September – October 2020	“Virtual Economics for Managers” CFMT Manageritalia Course for managers not belonging to the economic and financial area on the concepts of the income statement, balance sheet, cash flow, KPIs
January – March 2019	“Online course on Business Management and Business Plans” ProgettoPerFormare Course on the most effective techniques and strategies for control, analysis and business management. The training acquired will make it possible to analyse and control costs, avoid dangerous variations and define the true contribution margin of the product/process/service.
September - December 2017	“RSPP and ASPP course Module A, Module B, manager/officer for worker prevention and protection services” Confimi Formazione Emilia srl Technical training course on risks in all production sectors except 4 for which additional training is required.
September 2016	“A new Generation of Leaders for 21st-century Europe” ANCI in collaboration with Istituto Universitario Europeo (EUI) Advanced training school “Quality town planning and local development: new opportunities for municipalities arising from recent legislative developments”

February 2014	<p>“Training course on Mobility Management” Euromobility</p> <p>Training course for area and company Mobility Managers, professionals and technicians in the sustainable mobility sector, managers of companies operating collective transport services and freelancers.</p>
July 2012 - March 2013	<p>“Anci School for young administrators” Specific training course for young administrators</p> <p>Subject areas: Administrative Law, Marketing and service management, Industrial Economics</p>
March 2012 - June 2012	<p>“Local Governance and the European Union”</p> <p>Analysis of the functioning and structure of the EU and of the 2014-2020 budget in order to be able to access European resources in an informed manner</p>
August 2011	<p>“9 day compact course (92 lessons)”LSI Language Studies International</p> <p>Intensive one-to-one English language course with a focus on vocabulary and technical/architectural and political conversation</p> <p>Upper Intermediate level</p>
September 2001 - October 2009	<p>“Degree in Building Engineering/Architecture” Alma Mater Studiorum Bologna</p> <p>Master’s Degree course in Building Engineering/Architecture CLASS LM-04</p>
• Qualification obtained	European Master’s Degree, mark 96/110
January 2006 - June 2006	<p>“Bioecological Architecture Course” ANAB Associazione Nazionale Architettura Bioecologica</p> <p>Study and analysis of the disciplines underlying the theory of Bioarchitecture. Attendance certificate</p>
PERSONAL SKILLS AND ABILITIES	
<i>Acquired in the course of life and career but not necessarily recognised by official certificates and diplomas.</i>	
MOTHER TONGUE	ITALIAN
OTHER LANGUAGES	ENGLISH
• Reading skills	Good
• Writing skills	Good
• Speaking skills	Good
INTERPERSONAL SKILLS AND ABILITIES	Responsible, proactive and highly motivated.
	My experience in the public administration has enabled me to develop a strong understanding of the different nuances that the relational approach must have in a context of such structural complexity. Relationships with political colleagues of the same level or senior, relationships with external institutional bodies, relationships with internal or external municipal technicians from other entities, relationships with technicians directly involved in the departments under my responsibility or with technicians from areas not under my responsibility have enabled me to see first-hand the importance of understanding that the correct interpretation of the relational approach is a necessary condition for a good professional outcome. Strengthening this awareness through my work as a self-employed professional and then as an Executive has completed an initial phase of experience of great richness.

ORGANISATIONAL SKILLS AND ABILITIES	Ability to manage entire departments, developed in all positions held to date, both in the public administration and in the private sector. The organisation includes both staff and all related activities as well as the budget, design and the life cycle of the entire structure.
TECHNICAL SKILLS AND ABILITIES	Advanced knowledge of the Office suite Knowledge of Windows and Mac environments In-depth knowledge of Autocad
DRIVING LICENCE	B
DECLARATION	Aware that this document has the value of "Substitute declaration of certifications" pursuant to Article 46 and 47 of the PRESIDENTIAL DECREE of 28 December 2000, no. 445 – "Legislative provisions on administrative documentation" published in the Official Gazette no. 42 of 20 February 2001 and that, in the event of a false declaration, I will be punished pursuant to the Criminal Code in accordance with the provisions of Article 76 of the aforesaid Presidential Decree 445/2000, I HEREBY DECLARE that the information contained in this document is true, and in particular that the information relating to the qualification and the work experience connected to the skills required to carry out activities is absolutely truthful. I authorise the processing of my personal data pursuant to Article 37 of Regulation (EU) 2016/679.
	12/01/2026
	<i>[signed]</i>

**IRREVOCABLE ACCEPTANCE OF OFFICE AS MEMBER OF THE
BOARD OF DIRECTORS OF HERA S.p.A.**

The undersigned Vanessa Camani, born in Vimercate (MB) on 15/09/1976, tax code CMNVSS76P55M052Z, as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 -40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) that I possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) to satisfy the independence requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.
- f) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration. Personal data will be processed by Hera S.p.A. in accordance with the "**Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)**" available on the website www.gruppohera.it.

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

Yours faithfully,

Padua, 17 February 2026

[signed]

Attachment: C.S.

EUROPEAN CURRICULUM

VITAE

[logo]

PERSONAL DETAILS

Name **VANESSA CAMANI**

Nationality Italian

Date of birth 15 September 1976

PROFESSIONAL EXPERIENCE

Dates **September 2020 - November 2025**

Name of the organisation **Regional Council - Veneto Region, Venice**

Sector Public institution

Job position **Regional councillor**

Main tasks and responsibilities
Member of the Budget Committee (Vice Chair until 2023)
Member of the 6th Committee on Labour, Education and Culture
Member of the Committee on the Rules of Procedure
Member of the Special Committee of the Inquiry on Covid

Dates **June 2020 - December 2020**

Name of the organisation **Undersecretary to the Presidency of the Council of Ministers, Rome**

Sector Public institution

Job position **Consultant for programme implementation**

Main tasks and responsibilities
Preparation of reports on government programme implementation activities. Drafting of briefing notes and background documents
Primary information and media relations

Dates **2019 - 2020**

Name of the organisation **Member of the European Parliament**

Sector Public institution

Job position **Assistant to an EP member**

Main tasks and responsibilities	<p>Management and development of local relationships</p> <p>Drafting of briefing notes and background documents</p> <p>Building and strengthening the local representative network</p> <p>Liaison with the MEP on specific topics</p>
Dates	May 2014 - March 2018
Name of the organisation	Chamber of Deputies, Rome
Sector	Public institution
Job position	Member of Parliament
Main tasks and responsibilities	<p>Member of the X Committee (productive activities, trade and tourism)</p> <p>Member of the XIV Committee (European Union policies)</p> <p>Member of the Parliamentary Committee of Inquiry into counterfeiting, piracy in the commercial sector and illegal trade</p>
Dates	February 2013 - March 2018
Company name	Etifor Srl, Padua
Type of company	A spin-off from the University of Padua providing consultancy and services on environmental issues
Job position	Head of the Administration and Accounting Office
Main tasks and responsibilities	<p>Drafting of the company's financial statements</p> <p>Monitoring and reporting on European projects</p> <p>Management of the administration office</p>
Dates	October 2009 - February 2013
Company name	La Gastronomica Srl, Padua
Type of company	Company processing and wholesale selling of food products
Job position	Head of the Administration and Accounting Office
Main tasks and responsibilities	<p>Drafting of the company's financial statements</p> <p>Management of human resources for the administration office</p> <p>Planning the logistics plan</p>
Dates	September 2000 - October 2009
Company name	Gelato Si Srl, Padua
Type of company	Company producing and selling artisanal gelato wholesale on behalf of third parties
Job position	Head of Administration, Accounting and Logistics

Main tasks and responsibilities	Management of ordinary and extraordinary administration Customer management Organisation of company logistics
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EDUCATION AND TRAINING

Dates Name and type of educational institution Qualification earned	2018-2019 academic year Second-level Master's degree in "Innovation, design and evaluation of public policies and services" at the University of Padua, Faculty of Political Science, with an excellent assessment Master's diploma with thesis: "Sustainable tourism, a new governance for the Veneto tourism observatory"
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Dates Name and type of educational institution Qualification earned	October 1995 - June 2000 Degree programme in "Business and Economics" at the University of Padua, Faculty of Economics University degree with marketing thesis: "Ethics and Marketing" •
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Dates Name and type of educational institution Qualification earned	1990/1991 - 1994/1995 academic year Tito Livio state high school, Padua High school diploma in Classics
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Mother tongue	Italian
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Other languages	English
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Reading skills	GOOD
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Writing skills	GOOD
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Speaking skills	GOOD
Driving licence	Driving licence B
PERSONAL SKILLS AND ABILITIES	<ul style="list-style-type: none"> Management Business and finance Marketing and social media Working to objectives Accounting Research skills Problem solving Relationships with the press Lobbying Flexibility Decision-making skills
COMMUNICATION SKILLS AND ABILITIES	<ul style="list-style-type: none"> Working in a team Coordination of working groups Communications Project and human resources management Leadership Team building Loyalty Responsibility Negotiation
ORGANISATIONAL SKILLS AND ABILITIES	<ul style="list-style-type: none"> Event organisation, with and without profit purposes; coordination of European projects Networking Respecting deadlines Process and procedure orientation Planning Time management

TECHNICAL SKILLS AND ABILITIES

Windows and MacOS operating systems; Microsoft Office suite
Graphic design and video editing
Mailing
Accounting management software

I authorise the processing of personal data, as envisaged by Law 196/03

[signed]

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

The undersigned Marina Monassi, born in TARANTO (TA) on 05/09/1954, tax code MNSMRN54P45L049U, as candidate for appointment as a member of the Board of Directors of Hera S.p.A., with registered office in Viale Carlo Berti Pichat 2/4 – 40127 Bologna, registered in the Bologna Companies' Register under no. 04245520376,

DECLARES

- a) to hereby and irrevocably accept, if appointed, the office of member of the Board of Directors of Hera S.p.A.;
- b) the non-existence of any causes of ineligibility, forfeiture or incompatibility with holding the office of Director of the company provided for by the applicable laws and regulations, including the causes of ineligibility and/or forfeiture envisaged by Article 2382 of the Italian Civil Code and any disqualification from the office of director adopted against such person in a Member State of the European Union;
- c) to satisfy all the requirements envisaged and set out by applicable laws and regulations and by the Articles of Association, including the integrity and professionalism requirements established for Statutory Auditors by Article 148(4) of Legislative Decree no. 58/1998 (as also identified by Ministerial Decree no. 162 of 30 March 2000);
- d) that I possess the independence requirements established for Statutory Auditors by Article 148(3) of Legislative Decree no. 58/1998;
- e) to satisfy the independence requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.
- f) to satisfy the additional requirements established by the Corporate Governance Code approved by the Corporate Governance Committee.

The undersigned also declares not to be subject to any of the grounds for automatic exclusion referred to in Article 94 of Italian Legislative Decree no. 36/2023, as amended and supplemented.

If requested, the undersigned undertakes to produce the appropriate documentation to confirm the veracity of the declared information, and to promptly notify any changes in the content of this declaration.

Personal data will be processed by Hera S.p.A. in accordance with the **“Privacy Notice for Candidates for the office of Statutory Auditor and Director of Hera S.p.A. pursuant to Articles 13 and 14 of Regulation (EU) 2016/679 (GDPR)”** available on the website www.gruppohera.it.

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

Yours faithfully,

25/02/2026

[signed]

Attachment: C.S.

MARINA MONASSI

Taranto, 5 September 1954

Statutory Auditor (no. 39047 Ministerial Decree of 12 April 1995 - Official Gazette no. 31bis of 21 April 1995)

Special List of the Order of Journalists of Friuli-Venezia Giulia since 2000

EDUCATION AND TRAINING

1968-1972 High school diploma in classical studies at the T. Mamiani Liceo Classico in Rome
1972-1976 Degree in Biology from La Sapienza University of Rome with marks of 110/110
1979-1983 Winner of a public competition based on qualifications and examinations held by the Presidency of the Council of Ministers; winner of the 14th Recruitment course for High-ranking civil servants held by the Presidency of the Council of Ministers - Public Administration School.

PROFESSIONAL EXPERIENCE (from - to)

04/2023 **Member of the Board of Directors of Hera S.p.A.**

05/2019-07/2022 **Member of the Board of Directors of AcegasApsAmga S.p.A.**

11/2018-12/2020 External auditor for the Friuli Venezia Giulia Local Authorities

06/2018 **Chair of the Board of Statutory Auditors of: Trieste Trasporti S.p.A.**

06/2018-12/2020 Alternate Auditor of: Poste Tributi ScpA in liquidation

05/2018-04/2024 **Statutory Auditor of: Postel S.p.A.**

05/2018-05/2021 **Alternate Auditor of: Leonardo S.p.A.**

04/2017-04/2023 **Chair of the Single Board of Statutory Auditors of Aziende Territoriali per l'Edilizia Residenziale Friuli Venezia Giulia - ATER**

2011-2015 **President of the Port Authority of Trieste - Via von Bruck 3 - TRIESTE**
- In the four-year period 2011-2015, the Port of Trieste recorded a +80% increase in container traffic and became with over 56 million tonnes (including liquid bulk) the leading Italian cargo port and the 10th in Europe (EUROSTAT).
- All financial years ended with significant administrative surpluses.
- Implementation of development projects including the logistics platform (1st phase - Euro 132 million).
- The Port of Trieste employs 3,400 people directly, while downstream businesses employ about 10,000 people in the entire Friuli-Venezia Giulia region.

2006-2011 **General Manager of Acegas Aps S.p.A. of Trieste - a listed multi-utility company**
The powers granted to the General Manager are summarised below, as set forth in the AcegasAps business registration certificate filed with the Chamber of Commerce, Industry, Handicraft and Agriculture of Trieste:
- carry out the resolutions adopted by the Board of Directors, manage the Company structure within the scope of the powers established by the Italian Civil Code;
- represent the Company before all public and private Authorities, Bodies and Offices;
- represent the Company in dealings with Ministries, Prefectures, Regions and Provinces, and with Municipalities and Police Headquarters also for the purpose of obtaining concessions, licenses, authorizations or other permits;
- keep and sign the Company correspondence;
- conclude, execute, modify and terminate all types of contracts;
- undertake and implement all activities and tasks required by applicable laws;
- hire and terminate employment relationships with office and manual workers;
- collect sums due to the Company and make payments.

Type of company or sector
Multiutility company, listed on the stock exchange, AcegasAps SpA group:
Employees: 1,731
Total revenues: Euro 476,965 million
Gross operating margin: Euro 95.1 million
Total revenues: Euro 476,965 million

Gross operating result: Euro 44.9 million
Net profit: Euro 10.7 million
Consolidated Group companies: AcegasAps Service; CST; Ricicla; Estenergy; NestAmbiente;
Nestenergia; Rilagas; Sii; Sinergie.

2006-2011	Vice Chair of Unicredit Corporate Banking S.p.A. - Member of the Control Committee Internal Control & Risks Committee of Unicredit Corporate Banking S.p.A. - Member of the Executive Committee of Unicredit Corporate Banking S.p.A. Member of the Board of Directors of Federambiente Member of the Board of Directors of the Trieste International Foundation for the Progress and Freedom of Science
2004-2006	President of the Port Authority of Trieste - Via von Bruck 3 - TRIESTE
2002-2006	Vice Chair of the Board of Directors of Zagrebacka Banka – Bank of Zagreb (Unicredit Group)
2001-2006	Chair and Chief Executive Officer of Adriafer S.r.l. Sole Director of Porto Vecchio S.r.l.
2001-2004	Administrative and Financial Director of the Trieste Port Authority - President
1999-2002	Board of Auditors “Cassa di Risparmio S.p.A.” of Trieste
1996-2003	Member of the Maritime Transport Commission “Italian Section of the International Chamber of Commerce”
1996-1998	National Coordinator of the General Secretaries of the Port Authorities
1995-1998	Standing Auditor “Società Autovie Venete SpA” of Trieste Member of the Board of Directors “Ente Zona Industriale di Trieste”
1994-1998	General Manager of the Autonomous Authority of the Port of Trieste then General Secretary of the Port Authority of Trieste
1991-1994	Director of the Fiumicino Pilot Centre for Sea Protection – Central Inspectorate for Sea Protection – Ministry of the Merchant Navy
1986-1993	Senior official of the Ministry of Merchant Navy
1985-1993	Member of the Board of Auditors of “Compagnia Portuale di Olbia”
1984-1989	Member of the Board of Auditors of “Consorzio Autonomo del Porto di Civitavecchia”
1984-1986	Cabinet of the Ministry of the Merchant Navy - Head of the Special Secretariat of the Minister

PUBLICATIONS/COURSES/CONFERENCES/NATIONAL AND INTERNATIONAL MEETINGS AND MAIN APPOINTMENTS (1986-1994)

1986-1991	During my service at the Maritime State Property and Ports Directorate, I gained considerable experience in the field of “State maritime concessions” and in the field of tourist marinas, also handling the related legal disputes
1991	Member of the ANAS Testing Commission for the construction of the 3rd lane from Milan to Binasco phase 1

- Original work "The VTS system: Implementation aspects for an integrated economic-environmental management of activities related to the use of the sea in the Mediterranean context", presented at the conference "Work Automation and transport systems" (Trieste 23-25 June)
- 1992 Original work "The Italian Policy for the Defence of Sea: VTS for Environmental Protection and the activity of the Fiumicino Pilot Centre for Sea Protection", presented at the VII International Symposium in VTS material (Vancouver, Canada, 6-12 June 1992)
- Rapporteur on "The role of the Merchant Navy in the control of the sea", as director of the Pilot Centre for Sea Protection, at the work of Januachem '92 (25-30 1992)
- 1993 Publication entitled: "Cutting-edge initiatives to defend the ecosystem" published in the Coast Guard periodical no. 2/3 of 1993
- Member of the Commission for Italian participation in the activities of the UNESCO Intergovernmental Oceanographic Commission
- Member of the Technical Scientific Advisory Committee for the Pilot Centre for Sea Protection
- Member of the Committee for the Implementation of the conventions concluded by MURST with CNR, ICRAM, ISS, ENEA for research and experimentation for the protection of the Adriatic Sea (L. 57/) and L: 405/90)
- Expert member of the Commission for the Study of the reserve and importance of monitoring interventions in areas of special interest: "The Environmental Impact Assessment" organized by the Environmental science School "Castalia", 4 to 10 October 1993
- Publication in issue no. 1, Year 2 – January 1991 of *Tribuna Biologica e Medica* entitled: "Marine pollution: results and issues identified over three years of study"
- Presentation of two original scientific publications at the X National Congress of the Italian Oceanology and Limnology Association on 4-6 November in Alassio entitled: "Tyrrhenian Shelf Experiment (HOPI Cruise August 1991): Preliminary analysis of physical oceanography"
- "Tyrrhenian Shelf Experiment (HOPI Cruise August 1991): Preliminary analysis of the distribution of nutrients, phytoplankton biomass, particulate organic matter"
- Publication: "Programme for environmental monitoring at the Presidential Estate of Castelporziano". Delivered on 20 April 1993 (by the Presidency of the Republic)
- Publication entitled: "Cutting-edge initiatives to protect the ecosystem" published in the Coast Guard periodical no. 2/3 of 199
- Manager in charge of monitoring the existing agreement between the Central Inspectorate for the Protection of the Sea and the Friuli-Venezia Giulia Region for monitoring coastal marine waters (21.12.1989)
- Manager in charge of monitoring the agreement in force at the time between the Central Inspectorate for the Protection of the Sea and the Veneto Region for monitoring coastal marine waters (23.12.1989)
- Manager in charge of monitoring the agreement in force at the time between the Central Inspectorate for the Protection of the Sea and the Apulia Region for monitoring coastal marine waters (18.12.1989)
- Manager in charge of monitoring the agreement in force at the time between the Central Inspectorate for the Protection of the Sea and the Sicily Region for monitoring coastal marine waters (19.12.1990)
- Member of the Technical-Administrative Office established under the agreements concluded by the Commissioner in charge of the Adriatic Sea, pursuant to Law no. 57/1990;

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

Member of the Testing Commission relating to the contract signed on 29 March 1991 with the R.T.I. T.S. Tecnospacec for the recovery of the toxic cargo of the vessel Alessandro Primo which sank 1 February 1991 off the coast of Molfetta (Ministerial Decree of the Ministry of the Merchant Navy dated 4 July 1991)

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

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

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

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

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

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

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

Speech at the Conference organised by ICRAM in Genoa on 4 July 1992: "Mediterranean and Caribbean: Two Seas in Danger. Accidental hydrocarbon spills and emergency caused by algae"

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

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

Participation in the round table "Puglia 1993: a sea emergency?", held in Bari on 11 May 1993

LANGUAGES: Italian - native speaker; fluent English; French: sufficient

ADDITIONAL INFORMATION

Sports practised: sailing, horse riding, skiing, tennis.

I, Marina Monassi, aware that, pursuant to Presidential Decree no. 445/2000, false declarations may be punished in accordance with the provisions of the Criminal Code and with specific special provisions, declare that the information contained in this document is true.

The undersigned, with regard to the processing of the personal data contained herein, gives consent to the processing of such data in accordance with the purposes and methods set out in the General Data Protection Regulation (Privacy legislation 2016/679).

Trieste, 25 February 2026

[signed]