

**Paolo Cantarella**

Born in Varallo Sesia, near Vercelli on December 4, 1944

He graduated in Mechanical Engineering from the Turin Polytechnic

Paolo Cantarella began his career in Turin automotive components companies.

He joined the Fiat Automotive Components Sector in 1977, as aid to the Sector C.E.O. and, subsequently, as V.P. Marketing and Sales of AGES (component company).

In 1980 appointed Assistant to the Chief Executive Officer of Fiat S.p.A., with the responsibility of the Fiat Group's Intersectorial Industrial Coordination Office.

In 1983 Chief Executive Officer of Comau, a Fiat company world leader in production systems.

In 1989 joined Fiat Auto as V.P. Purchasing and Logistics.

On February 1, 1990 named Chief Operating Officer of Fiat Auto.

On December 10, 1990 appointed Chief Executive Officer of Fiat Auto.

From February 28, 1996 to June 10, 2002 Chief Executive Officer of Fiat S.p.A., Chairman of Fiat Auto S.p.A, Chairman of Iveco B.V.

President of ACEA (European Automobile Manufacturers Association) in 2000 and 2001.

Included in the Business Week list of 25 Top Managers of the Year in 1996.

Cavaliere del Lavoro in 1997.

Appointed by UE Commissioner E. Liikanen Co-Chairman with Anatoly Chubals of the "European Union – Russia Industrialists' Round Table" for 2001 and 2002.

He has been member of the Steering Committee of Confindustria (Association of Italian Industrialists) and director of CNH N.V., Alcatel, Mediobanca, HdP, Polaroid, Terna and Toroc (Torino Olympic game 2006 Committee).

Currently on the Board of Directors of Leonardo (listed Italian Company) since 04.05.2011, Chairman of the Control Risk Committee since 02.11.2011, and Lead Independent Director. Chairman of the Historic Motor Sport Commission of FIA.

On the Board of Directors of Teatro Regio of Turin.

# CURRICULUM VITAE

## Dario Frigerio

### Address

**Born** 24/06/1962 in Monza (MI)

### EDUCATION

High School : Liceo Scientifico, Milan , 60/60

Degree in Economics at Bocconi University; 110/110 cum laudae

Specialization in Macroeconomics

Dissertation on the effects of securitization on international financial markets stability

1986 - 1987 *Lecturer in International Finance, Bocconi University (Prof Dematte')*

1988 *Military Service as Officer in Guardia di Finanza (Italian Police Financial Department)*

### PROFESSIONAL CAREER

**Sept 2016-**

#### **Fondazione Fiera- Executive Committee Vice President**

Fondazione Fiera Milano mission is to manage, promote and develop internationally the role of Milan in the field of the exhibition business. It owns the majority of Fiera Milano Spa, among European leaders in the exhibition sector, listed on the Italian Stock Exchange and a vast real estate property business. Fondazione is also the main the sponsor and or investor of a number of business promotion activities in the territory. Main stakeholders are the Municipality of Milan, the Region of Lombardy, Assolombarda, the local association of entrepreneurs, and the Chamber of Commerce.

**March 2013 –**

**Senior Advisor in Asset Management and Wealth Management practices (Institutional Clients and Foundations, Private Equity m&a, Investment Companies and Holdings)**

**Sept 2013 -**

**Partner in Sofia Sgr**

Sofia is an asset manager and wealth manager advisor boutique (1.3 bln AUM), targeting private banking clients and small institutionals. The business model is focused on separate account management and advisory mandates based on in house product line and risk profiling and third party fund selection. Customer relationship and developments are built around IFAs and internal bankers network

## **BOARD EXPERIENCES**

**Executive Director in :**

**Fondazione Fiera- Executive Committee Vice President**

**UNICREDIT GROUP (1996 – 2010) :** various Board Memberships as Executive Director within Unicredit Group Subsidiaries, including the Supervisory Board of HVB Bank in Munich and Bank Austria in Vienna, both listed.

Deputy General Manager : Unicredit Holding (2004-2008)

CEO : Pioneer Investments (2001-2010), Unicredit Private Bank (2004-2008)

Vice Chairman : Fineco Bank (2005-2008)

**Non Executive Director in :**

**LEONARDO FINMECCANICA S.p.A**

Industrial conglomerates engaged in the technology sector. It operates through six sectors: Aeronautics, Helicopters, Space, Defense and Security Electronics, Energy and Transportation. Among world leaders in Helicopters, Aeronautics and Defence and Security, listed on the Italian Stock Exchange.

Chairman of the Remuneration Committee and member of the Nominee Committee

**POSTE VITA S.p.A**

Life insurance, leader in Italy for profitability and total assets (in excess of 100 bln of life portfolio) and among top 5 in Europe. Biggest distribution network in Italy, full product coverage.

Member of the Risk and Investment Committee

**OBJECTWAY S.p.A.**

Financial Software solution for Asset Managers ,Wealth Manager and Online banking. From portfolio management to back office and clearing. The company recently acquired a software division from Thomson Reuters and is expanding in Continental Europe and UK

**ALBERTINI S.p.A.**

Industrial company, leader in Italy in the manufacturing and distribution of aluminum components for automotive, 80% of turnover generated abroad.  
Member of the Board

**SOGEFI S.p.A (2010-2016)**

Industrial company, among global leaders in automotive components with more than 90% sales outside Italy, listed on the Italian Stock Exchange  
Member of the Remuneration Committee

**RCS GOUP S.p.A.(2014-2016)**

Multimedia publishing group, leader in Italy, active in all publishing sectors – from newspapers to magazines, books to TV, and radio to new media, with 32% of turnover generated in foreign markets (Spain, Portugal, USA, South America and UAE)  
Listed on the Italian Stock Exchange.  
Chairman of the Risk Committee and member of the Remuneration Committee

**FULLSIX S.p.A. (2011-2015)**

Top 3 domestic in Web strategic marketing and design, SEO and Telecomm Software, listed on the Italian Stock Exchange  
Member of the Risk and Audit Committee

## **PAST PROFESSIONAL CAREER**

### **November 2011 – February 2013**

#### **Prelios S.G.R . Chief Executive Officer**

Prelios SGR at the time was the second largest real estate asset manager in Italy with 5 bln of AUM and 10 mln EBIT in 2012.

Goals were set on implementing best practices in governance, address issues related to past regulatory problems with Bank of Italy and Consob and turn around the business, targeting new business (ie infrastructure, private equity and credit funds), new distribution networks, (domestic and international institutional mandates) and help advising the Italian Government disposal plan in real estate.

Results have been achieved both in governance issues (Bank of Italy released a business block in June 2012 after redesign of the organizational framework and decision making procedures) and the company began winning new mandate in the fall for over 1 bln.

In Autumn 2012, Prelios Group shareholders were forced by creditor banks to enter in negotiation to restructure the debt and to open up equity to new shareholders.

### **October 2010 – November 2011**

#### **Citigroup**

Senior Advisor for Wealth Management and Asset Management divisions (business development, product strategy, key accounts coverage)

The role based in London and Milan was mainly devoted to help running the Client Advisory Board, to develop key clients access and consulting and to support strategic business projects and coordination within Citi

Coverage : Europe, Middle East, Africa

#### **March 2010- October 2010**

**Boston Consulting Group** : Senior advisor for Asset Management practices : focus on M&A

#### **2001 to February 2010**

**Pioneer Global Asset Management, Boston and Milan**  
**Chief Executive Officer**

**Unicredit Group, Deputy General Manager, Milan**  
**Head of Wealth Management Division (since 2008)**

From 2004 Deputy General Manager of UniCredit Group, Head of Wealth Management division, covering Asset Management (CEO Pioneer Investment, global), Private Banking (CEO for Italy, Germany and Austria) and New Banking (Head of Online Banking and Financial Advisor Networks : Fineco in Italy, DAT in Germany, Dab in Austria).

Executive Member of the Global Executive Committee of the Group, direct reporting to the Global CEO. Invited Member to the UCG Group board of directors. Member of the Credit Committee

CEO Pioneer Global Asset Management  
CEO Unicredit Private Bank  
Vice Chairman Fineco

2004 - 2008 : various Board Memberships as Executive Director within Unicredit Group, including the Supervisory Board of HVB Bank in Munich and Bank Austria in Vienna, both listed.

2004 Head of Wealth Management division

At the time while keeping the CEO role in Pioneer, I also took the CEO position in Unicredit Private Bank, located in Turin with more than 70 bln total client assets , almost 40.000 private banking clients and more than 100 branches, and became Vice Chairman of Xelion, an Italian IFAs network, with more than 15 bln AUM and 1500 Financial Advisors.

In 2005 Unicredit Group acquired the HVB Banking Group with leadership positions in Germany, Austria and Eastern Europe and the Wealth Management division reached more than 350 bln of assets under management and advisory, with 4000 employees and presence in more than 20

countries worldwide (of which 2500 in Pioneer, with new presences in Japan, Australia and Latin America and Continental Europe for private bank business)

In private banking top 3 rank in Europe onshore by assets was achieved, thanks to the leadership in Italy, Germany and Austria

At the end of 2007 after the acquisition of Capitalia Group, the 5<sup>th</sup> largest Italian banking group, I took over the responsibility of Capitalia Asset Management, the Private Banking division and Fineco, the leading Italian on line bank, which was merged with Xelion, the Unicredit IFA platform, with the final goal to create an international asset gathering model through the integration of DAT, a German listed on line broker.

In 2007, Pioneer kicked off a JV in India with Bank of Baroda, the fifth largest India commercial bank , to develop asset management practices, first case of foreign majority venture in India with a public owned bank

At the pick in 2007, the Wealth Managemet Division reached 1 bln mln euro net profit for a total asset pool of approximately 460 bln (of which 270 in asset management) and more than 4500 employees.

Together with insurance partners (Alliance, Aviva and Ergo) Pioneer/Unicredit reached leadership position in bank-insurance business in Italy, Germany, Austria and Eastern Europe, with assets in excess of 100bln. Pioneer in particular was responsible for product design and management for life and unit linked solutions for the different market segments.

In 2008 the Group, after the crisis, changed business strategy and organizational model, splitting manufacturing and distribution across the different entities.

As a result I kept the responsibility of the Asset Management divisions (Pioneer Investment) with the task to define a new strategic plan, involving non organic solutions

2009 was the year of restructuring, after having suffered a deep reduction of AUM : costs were cut in excess of 20% and personnel reduced from 2700 to 2000 worldwide.

At February 2010 after a minimum at 150 bln in march 2009, Pioneer Investment was back to approx 185 bln assets under management (85 bln non captive), with monthly net sales between 500 and 900 mln, more than 40 funds 4 and 5 stars and margins back in the 35% area (45% at the peak)

I left the Group in 2010 after shareholder decision to sell the AM division

**Apr 2001 – June 2004      Pioneer Global Asset Management, Boston and Milan  
Chief Executive Officer**

Global CEO of Pioneer Investment based in Boston.

The geographical coverage was mainly Western Europe and US business, but we expanded in Singapore and Hong Kong and filled up presence in Europe (new branches in London, Paris, Madrid, and Eastern Europe, also thanks to other Unicredit Group acquisitions)

In 2002 Pioneer acquired Momentum, a Fund of Hedge Funds player, specialised in low volatility strategy with presence in London and New York.

Back in Milan in 2002, we set up the holding company, Pioneer Global Asset management (global holding, with full integrated global corporate governance and a majority of foreign Non Exec Directors in the Board)

Total AUM kept growing in third party business (institutional and wholesale, approx. 40% of total assets at the end of 2004) reaching approx 160 bln aum, with yearly net sales ranging from 5 to 9 bln, covering private equity, hedge funds, public equity, fixed income and money markets.

**July 98 - April 2001**                      **Europlus Research and Management, Dublin**  
**Executive Vice President and Chief Investment Officer**  
**Pioneer Investment**  
**Chief Executive Officer for Europe**

Rebranded the company "Europlus Research and Management" and moved to Ireland  
1998 - CIO, with responsibility for the investment process, team lift out, international expansion and integration resulting from Italian banking consolidation  
During the expansion phase, we hired more than 100 professionals and total Aum reached 100 bln euros

1999 - CEO of Europe ex Italy, responsible for investment, operations and wholesale non captive business.

2000 - Pioneer Group acquisition in Boston, the 4<sup>th</sup> oldest asset manager in Usa, with more than 25 bln \$ of AUM at the time

**April 97- June 98**                      **Credit/Rolo Gestioni Spa, Milan**  
**Chief Investment Officer and Deputy General Manager**

The Asset Management department was spun off from Unicredit Group in 97 with the creation of Credit Rolo Gestioni which became the AM vehicle of the Group, owned by Credito Italiano and Rolo Banca.  
AUM reached 50 bln.

**July 95 - April 97**                      **Credito Italiano Bank, Milan**  
**Asset Management Department, Chief Investment Officer**

- Mutual Funds, Private Banking Segregated Accounts. Team of 20 portfolio managers and analysts, 30 bln euro under management

**1988- 1995**                              **Credito Italiano Bank, Milan**  
**Finance department, Headquarters**

- Fixed income analyst supporting market making

- Chief Investment Officer - Private Banking and Separate Account (15 bln euros).
- Deputy Treasurer
- Responsible for Proprietary Portfolio Investment of the Bank
- Asset Liability management of the Group



## Marina Rubini

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### **EXPERIENCE:**

- Present: *Of Counsel*  
**DLA PIPER GLOBAL LAW FIRM** Milan, Italy
- Provide assistance to primary companies in relation to extraordinary transactions, such as acquisitions, sales, mergers or demergers related to investment and divestment transactions concerning Italian target companies (e.g. drafting and assisting in the negotiation of confidentiality agreements, letters of intent, organizing and carrying out the legal due diligence and drafting and assisting in the negotiation of the relevant acquisition or sale agreements).
  - Advise national and international companies operating in the pharmaceutical and medical devices sector. This includes complex strategic partnering, joint venture and collaboration agreements, and the full range of clinical and commercial agreements that span the life cycle of a drug product and medical device. This ranges from technology transfer and licensing arrangement, sponsored research and clinical trial agreements, BPO outsourcing and off-shoring of regulated services to manufacturing, supply distribution, public procurement and co-promotion agreements and related regulatory advice.
  - Provide legal assistance in the field of the administrative liability of corporations and legal entities pursuant to the Italian Legislative Decree No. 231 of 2001 in connection with all matters relating to the drafting, adoption and implementation of the Organizational, Management and Control Models required by the Decree.
- 2012-2014: *Head of Legal and Compliance Italy and Southern Europe Cluster*  
**NOVARTIS VACCINES AND DIAGNOSTICS S.R.L. (from 2014: GSK)** Siena, Italy  
*My responsibilities included:*
- Provided legal support to the Southern Europe Cluster in relation to all legal issues concerning the Vaccines & Diagnostics businesses and supported the wholesale and retail business units, global operations and logistics, licensing, marketing and other corporate functions.
  - Advised on general business, M&A, antitrust, regulatory, IP and product liability matters issues.
  - Acted as a business partner in all matters relating to the Company's contractual negotiations, including taking an active role in the negotiation and drafting of all agreements for Italy and the Southern Europe Cluster.
  - Supported management decision processes with robust compliance advice and risk assessments.
  - Provided overall compliance leadership and determined appropriate actions in accordance with Company policy and the law regarding compliance issues (e.g. antitrust and anti-corruption).
  - Managed other lawyers within the region as well as outside counsels.
- 2010-2012: *Head of Compliance, Antitrust & Commercial Contracts*  
**BAYER S.P.A.** Milan, Italy  
*My responsibilities included:*
- Prepared a range of commercial agreements for the Italian companies of the Bayer Group and supported the negotiation of the same (e.g. licensing, distribution, sale and purchase of equipment and services, sub-contracting, logistic, confidentiality, consultancy, advertising and media).
  - Supported business in all contractual negotiations and settlements.
  - Provided overall compliance leadership for the Italian companies of the Bayer Group.

- Managed development, implementation and understanding of Bayer compliance policies & procedures pursuant to the Italian Legislative Decree No. 231/2001, and the corresponding trainings for such policies.
- Managed outside counsels.

2005-2010:

***Head of Corporate Team***

**TAMOIL ITALIA S.P.A.**

Milan, Italy

***My responsibilities included:***

- Provided a range of commercial agreements for the company such as agency and distribution agreements, supply of goods and services, joint ventures, partnership agreements, procurement documentation.
- Drafted all agreements concerning the Cremona Upgrading Program - a 900 million Euro project - in order to increase refinery capacity and to alter its product range to better meet market requirements, while improving energy efficiency and reducing emissions (e.g. real estate agreements, draft engineering services, technology licensing, consultancy and confidentiality agreements as well as EPC contracts letters of award or intent).
- Was responsible for corporate legal matters including regulatory issues, corporate finance and transactions, intellectual property and corporate governance.
- Held responsibility for drafting and implementing the organisational, management and control model according to the Legislative Decree No. 231/2001.

2002-2005:

***Senior Associate***

**LAW FIRM GIANNI, ORIGONI, GRIPPO & PARTNERS**

Rome, Italy

- Provided assistance to the largest Merger & Acquisition operations.
- Advised clients on a number of acquisitions.
- Managed mergers to be notified to the European Commission, the Italian Competition Authority or other competition authorities worldwide (in the case of multi-jurisdictional transactions).
- Created a variety of commercial agreements (real estate agreements, agency, franchising and distribution agreements) and intellectual property agreements (licences, sales of trademarks and patents).
- Negotiated and drafted share purchase agreements and shareholders agreements.
- Focused on commercial and general corporate law as well as intellectual property and competition law.

2000-2002:

***Senior Associate***

**LAW FIRM BONELLI EREDE PAPPALARDO**

Brussels, Belgium

- Provided assistance to the largest Merger & Acquisition operations.
- Secured merger clearance for complex multinational transactions from competition authorities in many jurisdictions at every stage of the clearance process: from pre-merger advice and multi-jurisdictional merger notifications to complex merger investigations, divestitures and undertakings.
- Negotiated and drafted arrangements for the commercial exploitation of technology and other intellectual property rights including joint ventures, franchising arrangements and licences.

1998-2000:

***Junior Associate***

**PRICEWATERHOUSECOOPERS**

Milan, Italy

- Focused on national and cross-border M&A transactions, joint ventures, partnerships, and agreements related to corporate, intellectual property and competition law.
- Drafted and reviewed intellectual property agreements and technology agreements including patent, trademark, licenses and transfer agreements.
- Prepared legal due diligence reports.
- Consulted clients on the impact of contractual agreements and market practices and their consequences from an antitrust perspective at either a European or national level (e.g. in the course of a due diligence process or in the implementation of EU-wide distribution systems and compliance or crisis management strategies).

- 1995-1997: *Trainee*  
**LAW FIRM BONELLI EREDE PAPPALARDO** Brussels, Belgium
- Provided assistance to the largest Merger & Acquisition operations.
  - Secured merger clearance for complex multinational transactions from competition authorities in many jurisdictions at every stage of the clearance process: from pre-merger advice and multi-jurisdictional merger notifications to complex merger investigations, divestitures and undertakings.
  - Negotiated and drafted arrangements for the commercial exploitation of technology and other intellectual property rights including joint ventures, franchising arrangements and licences.

#### APPOINTMENTS:

##### Present

- 2014 - present **LEONARDO SOCIETA' PER AZIONI** Rome, Italy  
*Member of the Board of Directors*  
*Member of the Remuneration Committee*  
*Member of the Nomination, Governance and Sustainability Committee*
- 2014 - present **CONSAP S.P.A.** Rome, Italy  
*Member of the Surveillance Committee*  
*(Organismo di Vigilanza pursuant to Italian Legislative Decree No. 231/2001)*

##### Past

- 2013-2015: **BANCA MONTE DEI PASCHI DI SIENA S.P.A.** Siena, Italy  
*Member of the Board of Directors*  
*Member of the Related Parties Committee*  
*Member of the Surveillance Committee*  
*(Organismo di Vigilanza pursuant to Italian Legislative Decree No. 231/2001)*

#### PROFESSIONAL QUALIFICATION:

- 1998 Admitted to the Italian Bar

#### EDUCATION:

- 1998: **BAR/BRI BAR REVIEW COURSE FOR THE NEW YORK BAR EXAM** Chicago, USA
- 1998: **NORTHWESTERN UNIVERSITY SCHOOL OF LAW** Chicago, USA  
*LL.M. with Honors*
- 1995: **UNIVERSITÀ CATTOLICA DEL SACRO CUORE** Milan, Italy  
*Laurea in Giurisprudenza (Degree in Law)*  
*Grade: 107/110 ("A" Level equivalent)*

## CERTIFICATIONS:

- 2016 **Induction Session - Follow up: Operations with Correlated Parties and Board of Directors Compensation** - By Assogestioni and Assonime
- 2016 **Induction Session - Follow up: Risk Management in Listed Companies** - By Assogestioni and Assonime
- 2015 **Induction Session for Independent Members of Listed Companies** - By Assogestioni and Assonime
- 2014 **In the Boardroom** - by Valore D and GE Capital  
A training program dedicated to women who sit on Boards of Directors of Italian listed companies. The program focuses on all the steps necessary to promote and include in BoD talented women.
- 2014 **Think on Your Feet** - Bridge Partners  
Internationally acclaimed communication-skills workshop that trains participants to organize thought and ideas quickly for clear, concise, persuasive messages.
- 2013 - **Board Academy 1<sup>st</sup> and 2<sup>nd</sup> Edition** - by Deloitte  
2014 The Board Academy is aimed at providing training for highly qualified professionals in which they receive professional preparation and advice regarding their future as potential board members.
- 2013 **Leading at the Front Line (M1)**  
Novartis' program was designed to improve the performance of the company's current front-line managers as well as create role models for the next generation.
- 2011 **Executive Program** - SDA Bocconi
- 2009 **Advanced Negotiation Skills training course** – Bridge Partners

LANGUAGES: Italian (mother tongue), English (excellent), French (fluent).

## HONORS & AWARDS:

- 2016 Recognition of my CV in the EWoB Talent Pool - *European Women on Boards*
- 2014: Prize “Donne ad Alta Quota” to the first Italian Women in the Boards of Public Companies - *Fondazione Bellisario*
- 2012 Recognition of my CV in the “1000 Excellent Curriculum Vitae” database in Italy - *Fondazione Bellisario*

*I hereby authorise you, in compliance with the Legislative Decree n. 196 of June 30th, 2003, to use and process my personal data.*

*Maria Rubini*

# SILVIA MERLO

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Place and Date of birth: Cuneo - 28/07/1968  
Nationality: Italian

## CURRICULUM VITÆ

### EDUCATION

**“BNP Paribas Women Entrepreneur Program”**  
*Stanford Graduate School of Business (California), USA*

**“In the Boardroom – Valore D” Program**  
Milano (MI), Italy

**Degree in Business Economics**  
*LIUC of Castellanza (VA), Italy*

**Bachelor Degree in Business Economics**  
*SAA of Cuneo (CN), Italy*

**High School Diploma**  
*High School Liceo Classico “Silvio Pellico” of Cuneo (CN), Italy*

### PROFESSIONAL EXPERIENCE

**Merlo S.p.A. – CEO**

Approximately € 450 million turnover – 1200 employees. Industrial company for the production of telescopic handlers. Over 90% of production is exported worldwide through a commercial network of 6 branches and over 600 dealers.

**Tecnoindustrie Merlo S.p.A. – CEO**

Approximately € 35 million turnover. Industrial company for the manufacture and sale of integrated systems for ecology and urban waste collectors.

**Member of the Boards of smaller companies of the Merlo Group (Treemme Technology S.r.l., Ibis S.p.A., Co.imm.i S.r.l., Ergos S.r.l., Movimatica S.r.l. and Centro Formazione e Ricerca Merlo S.r.l.).**



**Banca Cassa di Risparmio di Savigliano S.p.A – Member of the Board and Member of the Executive Committee since April 2006 to April 2012.**

**Leonardo S.p.A. – Member of the Board since May 2011.**

Listed Company, approximately € 15 billion turnover, one of the leading industrial groups worldwide in the field of high technologies and one of the top ten global players in Aerospace, Defence and Security.

**Leonardo S.p.A. - Member of the Control and Risks Committee since May 2011.**

**Leonardo S.p.A. - Member of the Analysis of International Scenarios Committee since June 2014.**

**Banca Nazionale del Lavoro S.p.A. – Member of the Board since April 2012 to December 2015.**

**Banca Nazionale del Lavoro S.p.A. – Member of the Nomination Committee since April 2015 to December 2015.**

**Gruppo Editoriale L'Espresso S.p.A. – Member of the Board since April 2013.**

Listed Company, one of the leading media groups in Italy with interests in publishing, radio, advertising, internet businesses and television.

**Gruppo Editoriale L'Espresso S.p.A. – Member of the Nomination Committee since April 2013 to April 2015.**

**Gruppo Editoriale L'Espresso S.p.A. – Member of the Remuneration Committee since April 2013 to April 2015.**

**Gruppo Editoriale L'Espresso S.p.A. – Member of the Control and Risks Committee since April 2015.**

**Erg S.p.A. – Member of the Board since April 2015.**

Listed Company, one of the leading producer of wind energy in Italy and one of the top ten wind energy producers in Europe. Erg S.p.A. is active in the production and marketing of thermoelectric power and steam. Through the TotalErg joint venture, it has a strategic presence in the distribution of fuel.

**Erg S.p.A. – Member of the Nominations and Remuneration Committee since April 2015.**

Cuneo, March 29<sup>th</sup> 2017

I authorize the use of my personal data as stipulated ex D. Lgs. 196/03.

  
Silvia Merlo

## Giulio Gallazzi



Giulio Gallazzi graduated in Business administration at University of Bologna and has an MBA (Cum Magna Laude) from SDA Bocconi Business School, Milan. As part of his MBA program he joined Harvard Business School where he completed his MBA thesis as a visiting scholar.

He began his working life in the United States, working as a senior consultant for a major American management consultancy. In 1994 he returned to Italy becoming Partner and Managing Director of VV&A, a leading Italian management consultancy..

In 2001 in Milan, Giulio Gallazzi founded SRI SpA, his own advisory company in Italy, offering business development strategies, corporate financial advisory and investor relations services with a special emphasis on social and environment responsibility. Today this venture has become the SRI Group, a London UK-based holding company with 8 international operational offices in London, Milan, Rome, Shanghai, Beijing, Hong Kong, Monterrey and Mexico City and several collaborations in 15 other countries worldwide.

The nine subsidiary companies of the SRI Group offer advice on business development, market entry strategies, corporate finance, mergers and acquisitions, corporate restructuring and corporate governance. Among them is SRI Capital Advisers, an FCA regulated business which provides innovative investment advisory solutions for corporate and institutional investors. NPV focuses on business management advice in the corporate sphere with special competences and skills in the Hi tech and Infrastructure sectors. The Group has a solid track record in International projects carried out in Asia , Latin America, MENA and Sub Saharian Africa.

In 2010, Giulio Gallazzi and the SRI Group received the prestigious Business Internationalisation Award from UKTI (British Government). In 2013 he received the "Panda d'Oro Award" in Shanghai. The award was presented during the Italian Grand Gala event by the China-Italy Chamber of Commerce (CICC) with the patronage of the Italian Ministry of Foreign Affairs and International Cooperation, and the Chinese Government.

He is currently a member of the Management Board of Banca Carige, one of the largest banks in Italy. From 2014 to 2016, he was also a member of the Management Board of Ansaldo STS, a stock exchange listed company in Milan.

Giulio works closely with a wide range of academic institutions, foundations and other not-for-profit organizations. This has helped SRI Group develop its distinctive network of connections which includes government institutions and major universities. He is a visiting Professor at the John Paul II Pontifical Institute for Studies on Marriage and the Family in the Vatican, where he lectures on finance and sustainable development issues.

During the course of his career, Giulio has published widely on issues related to corporate management and financial restructuring issues.

Giulio, 53 years old is married with two children. He used to be a keen American Football player, winning both the Italian (1986) and European (1987) championships and captaining the Italian team. He was voted European MVP in 1988.

