

## **PIER SILVIO BERLUSCONI**

Pier Silvio Berlusconi was born in Milan on 28 April 1969. He began his professional career in 1992 working for Publitalia in the marketing area, moving on to the Italia 1 television network. In November 1996, he became head of scheduling and programme coordination for Mediaset networks. In 1999, he was appointed Deputy General Manager of RTI content and since April 2000 he has been Chairman and CEO of RTI as well as Deputy Chairman of Mediaset. Since April 2015, he has also been CEO of Mediaset (now MFE-MEDIAFOREUROPE). Since February 2020, he has been Deputy Chairman and CEO of Mediaset Italia S.p.A. (now Mediaset S.p.A.). Since June 2020, he has been Chairman of Medusa Film S.p.A. Since June 2023, he has been Chairman of MFE Advertising S.p.A. In addition, he sits on the Boards of Directors of the following companies: Arnoldo Mondadori Editore S.p.A., Fininvest S.p.A. and Publitalia S.p.A.

## **MARCO GIORDANI**

Born in Milan on 30 November 1961, he graduated in Economics and Business at the L. Bocconi University in Milan. He has been Chief Financial Officer of the Mediaset Group (now MFE Group) since 2000. He is Chairman of Monradio S.r.l., RadioMediaset S.p.A. and Virgin Radio Italy S.p.A. He is also Chief Executive Officer of R.T.I., Director of MFE-MEDIAFOREUROPE N.V., Publitalia '80 S.p.A., Medusa Film S.p.A. and Mediaset S.p.A., as well as a member of the Executive Committee of MFE-MEDIAFOREUROPE N.V.. From 2014 to 2023, he was a member of the Board of Directors of Mediaset España Comunicación, SA and, following the completion of the merger of the latter into MFE- MEDIAFOREUROPE N.V., since May 2023 he has been a member of the Board of Directors of Grupo Audiovisual Mediaset España Comunicación. From 1998 to 2000 he was a member of the Equity Interests Control division of IFIL S.p.A.; he was appointed to the Board and then he was a member of the Executive Committee of LA RINASCENTE S.p.A., and Director of S.I.B. (Società Italiana Bricolage). In 1991, he was Head of Financial Management at GRUPPO RINASCENTE, where he became Chief Financial Officer in 1997.

**GINA NIERI**

Gina Nieri was born in Lucca on 2 December 1953 and has two daughters. She holds a Degree in Political Sciences from Pisa University, and a specialisation in Journalism and Mass Communication from Luiss University, Rome. She has worked in commercial television since 1977, firstly as General Secretary of FIEL, the first association of "free" broadcasters. She then joined FRT – the Federation of Radio and Television Operators – as Director, remaining until 1990, when she joined the FININVEST GROUP as Manager for Relations with Trade Associations. She is currently Director of the Institutional, Legal and Strategic Analysis Division in the MEDIASET Group. Since April 2015, she has been a Director and member of the Executive Committee of MEDIASET S.p.A. (now MFE-MEDIAFOREUROPE N.V.). In 2020, she was confirmed as Deputy Chairman of RTI. Since February 2020, she has been a member of the Board of Directors of MEDIASET S.p.A. (formerly MEDIASET ITALIA S.p.A.), the Italian holding company of the MFE-MEDIAFOREUROPE N.V. Group. In April 2020, she was confirmed as a member of the Board of Directors of PUBLITALIA'80 S.p.A. In June 2021, she was confirmed as a member of the Board of Directors and of the Executive Committee of Mediaset SPA, which on 18 September of the same year, with the transfer of its headquarters to the Netherlands, became Mediaset N.V. and on 25 November 2021 took on its current name of MFE-MEDIAFOREUROPE N.V. From 2018 to 2023, she was a member of the Board of Directors of Mediaset España Comunicación, SA and, following the completion of the merger of the latter into MFE-MEDIAFOREUROPE N.V., since May 2023 she has been a member of the Board of Directors of Grupo Audiovisual Mediaset España Comunicación, SAU. She has been a member of the BORSA ITALIANA Consultation Committee. She is on the General Council of CONFINDUSTRIA and ASSOLOMBARDA. She is on the Chairman's Committee of the Master's in Marketing, Digital Communication and Sales Management of PUBLITALIA. Since 2019, she has been Vice President of CERRE, (Centre on Regulation in Europe). She is a member of the Board of Directors of Class CNBC S.p.A.. From 2000 to 2005, she was a member of the Board of Directors of ALBACOM S.p.A with a Mediaset share. She participates in work groups at the European Commission, on matters concerning protection of minors, also on the internet, pluralism of the media, management of the radio spectrum, copyright and regulation of the European digital services market. On 27 December 2012 she was awarded the title "Commendatore dell'Ordine al Merito della Repubblica Italiana" (Commander of the Order of Merit of the Italian Republic).

## **NICCOLO' QUERCI**

Niccolò Querci was born in Florence on 10 May 1961. He was awarded a degree in Law from Siena University in 1986 and a Master's in Business Communication in 1988. He holds the position of Central Director of Human Resources, Operations, Technology and Procurement, after having progressively broadened the scope of his responsibilities from the position of Central Director of Personnel and Organisation. Since 2007, he has been Deputy Chairman of Publitalia '80 S.p.A.. From 2006 to 2010 he was Chairman of Media Shopping S.p.A.. Since 2003 he has been Managing Director of R.T.I S.p.A. for Human Resources, General Services and Safety. Since 2001 he has been Deputy Chairman of R.T.I. S.p.A.; from 1999 to 2006 he was Director of artistic resources, productions, entertainment and sport and, until 2008, he was Manager for diversified and new business activities of the Group. From 1992 to 1999 he was Assistant and Chief Secretary of Silvio Berlusconi with various organisational duties. From 1989 to 1992 in Publitalia '80 Account Major Clients and Assistant President and Managing Director and from 1987 to 1988 Account Executive P.T.Needham. From 2018 to 2023 he was a member of the Board of Directors of Mediaset España Comunicaciòn, SA and, following the completion of the merger of the latter into MFE- MEDIAFOREUROPE N.V., since May 2023 he has been a Board Member of Grupo Audiovisual Mediaset España Comunicaciòn. He is also a Director and a member of the Executive Committee of MFE-MEDIAFOREUROPE N.V. as well as a member of the Board of Directors of Mediaset S.p.A..

## STEFANO SALA

Stefano Sala was born in Milan on 23 September 1962. He is married and has three children. He holds a degree in business management from "Luigi Bocconi" University in Milan. Board Member of MFE-MEDIAFOREUROPE N.V. (since April 2015) and member of the Executive Committee, Chairman and Chief Executive Officer of Publitalia '80 S.p.A. since April 2023 (formerly Chief Executive Officer since April 2014 and Commercial Managing Director from December 2012 to March 2013), Executive Chairman of Publiespana S.A.U.(since January 2023), Chairman of Publieurope Ltd (since 1 September 2021 and formerly Chief Executive Officer of Publieurope Ltd since April 2017), Chairman of Digitalia '08 S.r.l. (since February 2023, formerly Chairman and Chief Executive Officer since February 2022 and formerly Chief Executive Officer since December 2012), Chairman of Mediamond S.p.A. (since June 2020 and formerly Deputy Chairman since February 2015), Chief Executive Officer of MFE Advertising S.p.A. (since June 2023); Director of Mediaset Italia S.p.A. (since February 2020), Director of RTI S.p.A. (since April 2017), Director of RadioMediaset S.p.A. (since June 2016), Chairman of Adtech Ventures S.p.A. (since February 2023), Chairman of Dr Podcast Audio Factory Limited (since July 2023), Chairman of Videowall S.r.l. (since August 2019), Director of Grupo Audiovisual Mediaset España Comunicaciòn, S.A.U. (since June 2023) and Director of Auditel (since May 2020). From January 2009 to November 2012 he held the position of Chairman and Chief Executive Officer of GroupM Italy. Between March 2006 and December 2008 he was Chairman and Chief Executive Officer of Mediaedge: Cia Italy and Executive Vice President of Groupm Italy. From January 2004 to February 2006, he was Chairman and Chief Executive Officer of Mindshare Italy; earlier, from May 2001 to December 2003, he was Managing Director of Media Insight/Mindshare Italy. From April 1999 to April 2001 he was Managing Director of CIA Italy. From April 1995 to March 1999 he was Sales manager with Cairo Pubblicità. From March 1991 to March 1995, he worked with Telepiù Pubblicità as Media Centre Director and previously as Sales Manager and Sales Executive.

**Name**

Patrizia Arienti

**Education**

1985 - Degree in Business obtained at the «Università Cattolica del Sacro Cuore» in Milan

1999 - Kellogg Graduate School of Management:  
Advanced Course on International Client Management

2002 - SDA Bocconi:  
Managerial Training Course

**Languages**

English  
French

**Address**

arienti.patrizia@arientipatrizia.it  
Mob. +39 348 8898302

**Career**

Patrizia joined Deloitte & Touche network in 1985, where she developed her career: Manager in 1990 and Partner in 1995.

In 2003 she was appointed as Deloitte Network Talent Leader and became the Head of Lombardy Area for auditing services.

From 2009 to 2015 she was a Member of the Executive Committee of Deloitte & Touche S.p.A. and in 2011 she was appointed as Director of Deloitte & Touche S.p.A.

In 2015 became Chairman of Deloitte & Touche S.p.A. Board of Directors.

In 2013 she was appointed as the Italian and EMEA Fashion & Luxury leader.

In 2017 she became the DCM Consumer Industry Leader and she has been appointed as a member of the North South Europe Consumer Industry leadership team.

In November 2021 she left Deloitte for “retirement”.

In 2015 she was appointed as Statutory Auditor of Yoox, now Yoox Net-A-Porter Group S.p.A. (listed on Milan Stock Exchange until 2018) and in 2020 became Chairman of the Board of Statutory Auditors

In 2017 she was appointed Statutory Auditor of Hermès Italie S.p.A. and Statutory Auditor of Louisiane S.p.A.

Since 2021 she is Statutory Auditor of Amplifon S.p.A.

Since January 2022 she is Chairman of the Board of Statutory Auditors of Unikeris Ltd (Chiesi Group).

Since April 2022 she is Independent Director of Sogefi S.p.A., Chairman of the Control, Risks and Sustainability Committee, as well as Chairman of Related Party Transactions Committee.

**Professional Experience**

Patrizia has been an Audit Partner for multinational and listed groups, mainly in Media, Retail, Fashion as well as Manufacturing.

During her career, she has been responsible for IPOs - Initial Public Offerings – both in Italy and abroad.

She was in charge of implementation projects for legislation n. 231 and n. 262, and of the audit ex Sarbanes Oxley of listed companies in the US.

**Position**

Independent Director, Chairman of the Control, Risks and Sustainability Committee and Chairman of Related Party Transactions Committee of Sogefi S.p.A.

Chairman of the Board of Statutory Auditors of Yoox Net-A-Porter Group S.p.A.

Statutory Auditor of Amplifon S.p.A.

Statutory Auditor of Hermès Italie S.p.A.

Statutory Auditor of Louisiane S.p.A.

Chairman of the Board of Statutory Auditors of Unikeris Ltd (Chiesi Group).

### **Professional Qualifications**

Fellow of the Institute of Chartered Accountants of Italy since 1988.  
Registered Auditor in Italy since 1995.

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## **STEFANIA BARIATTI CURRICULUM VITAE**

Born in Milan in 28 October 1956.

### **Current positions**

Full Professor of Public International Law, Private International Law and International Insolvency Law at the School of Law of the University of Milan

Member of the Board of directors of MFE-MediaForEurope N.V. (previously Mediaset S.p.A.), INWIT S.p.A. and BNL S.p.A. (Group BNP Paribas)

Member of the Governing Council of UNIDROIT – International Institute for the Unification of Private Law and Chair of the Working Group on bank insolvency

Member of the Council and chair of the Antitrust Technical Committee of the Italian Banking Association - ABI

### **I. Academic carrier**

After graduating in Law at the University of Milan in March 1979, she entered the academic carrier at the same University.

Since November 1994 she is full professor of International Law. From 1994 to 2002 she read European Union Law, European Competition Law and International Law at the Universities of Sassari and Milan-Bicocca. Since 1 November 2002 she has been serving as full professor of International Law at the Law School of the University of Milan, where she currently teaches Public International Law, Private International Law and International Insolvency Law.

At the Universities of Sassari and Milan-Bicocca she served also as member of the board of directors, department director and director of master courses.

Stefania has been visiting professor of Private International Law at the Universities of Toulouse and LUISS Guido Carli (Rome). She has lectured in several universities in Italy and abroad.

She is co-director of the *Rivista di Diritto Internazionale Privato e Processuale* and member of the editorial board and the scientific board of several Italian and international legal journals, member of a number of international scientific associations and research centres, and author of more than 150 monographs and articles in the field of Private International Law, European Union Law and International Law in Italian, English, French and German.

### **II. Carrier in private practice**

Stefania is a member of the Milan Bar, and is admitted to plead in the Supreme Court.

From September 2002 to May 2021, she practiced law at Chiomenti Law Firm, as a partner (2007-2012) and then as *of Counsel* (January 2013-May 2021). At the law firm she practiced primarily Italian and EU competition law, media law, international insolvency law, international litigation, and international arbitration.

### **III. Boards – Companies and No-profit organisations**

Since October 2022 she is a member of the Board of INWIT S.p.A., where she is the president of the Control and Risk Committee and a member of the Committee for related parties' transactions.

Since June 2021 she is a member of the Board of MFE-MediaForEurope N.V. (previously Mediaset S.p.A.), a Dutch company listed at the Milan Stock Exchange. She is the president of the Nomination and Remuneration Committee and a member of the Environmental, Social and Governance Committee.



Since June 2020 she is a member of the Board of Banca Nazionale del Lavoro S.p.A., Group BNP Paribas. Since April 2021 she is the president of the Compensations Committee and a member of the Sustainability Committee.

From May 2019 to April 2023, she has been a member of the Board of Directors of A2A S.p.A., of which she has been Vice-President until May 2020. She has been a member of the Appointments and Compensation Committee and the president of the Committee for related parties' transactions.

From December 2017 to May 2020 Stefania has served as President of the Board of Directors of Banca Monte dei Paschi di Siena S.p.A., where she entered as independent board member in April 2015. From April 2015 to December 2017, she was a member of the Risk Committee and of the Committee for related parties' transactions.

From July 2018 to May 2020, she has been Vice-President of ABI-Italian Banking Association. She is currently a member of ABI's Council and chair of the Antitrust Technical Committee.

Stefania was a member of the Board of Directors of ASTM S.p.A. (June 2013-November 2018), of SIAS S.p.A. (of which she was President from August 2013 to November 2018 and then Vice-President from November 2018 to December 2019), and of SIT S.p.A. (June-October 2018).

From 2018 to 2020 she has been a member of the Governing Council of Assonime, the association of Italian listed companies, of which she has also been a member of the Executive Committee, and a member of the Corporate Governance Committee of the Italian Stock Exchange.

She is currently a board member of the Fondazione Palio di Legnano Onlus, and she has served as Board member of the Centro Nazionale di Prevenzione e Difesa Sociale CNPDS Onlus, a no-profit organisation active in the field of research in law and economics (2010-2016), and of Fondazione Tecnomed, a university foundation active in the biomedical sector (2012-2016).

#### **IV. Activities in international organisations**

Since 1 January 2014 Stefania is a member of the Governing Council of UNIDROIT - International Institute for the Unification of Private Law, an intergovernmental international organisation with seat in Rome, where she has been elected upon designation of the Italian Government. She is currently the Chair of the Working Group on bank insolvency.

She has represented Italy at the Hague Conference on Private International Law from 1999 to 2007 in the negotiation of several international conventions (international protection of adults 1999, law applicable to financial instruments 2000-2002, choice of court agreements 2002-2005, international recovery of maintenance obligations 2004-2007), where she also chaired sessions and a diplomatic conference.

Stefania has represented Italy at the Civil Law Committee of the Council of the EU and has assisted the European Parliament and the European Commission in drafting several legislative acts in the field of judicial cooperation in civil matters. She is a member of the experts' group that assists the European Commission on restructuring and insolvency law (since 2011).

**MARINA BERLUSCONI**

Marina Berlusconi was born in Milan on 10 August 1966. She joined the company at a very young age and has always been deeply interested and involved in the management and development of the Group's economic and financial strategies. In July 1996, she took the position of deputy chair of Fininvest, which she held until October 2005, when she was appointed chair of the holding. Since February 2003 she has been the Chair of Arnoldo Mondadori Editore S.p.A.

#### Academic position and education

- 2007 – present **Full Professor of Economics of Financial Intermediaries, Sapienza University, Rome (Italy)**  
**Teaching activities (in English): International Banking and Capital Markets; Bank Corporate Governance; Corporate Governance of Financial Intermediaries (in the PhD Course “Management, banking and commodity sciences”). Other teaching activities: Intelligence and Information Security in the Finance Sector (in Italian, in the II level Master “Information security and strategic information” – from 2012); Disclosure, governance and controls in banks and insurance companies (2007-2015); Risk Management in banks and insurance companies (2008-2011); Value creation in banks and insurance companies (2008-2009)**
- 2011 – 2017 **Deputy Dean, Faculty of Economics, Sapienza University, Rome (Italy)**
- 1998 – 2007 **Associate Professor of Economics of Financial Intermediaries, Sapienza University, Rome (Italy)**
- 1993 – 1998 **Researcher of Financial Intermediaries, Bocconi University, Milan (Italy)**
- 1988 **International Exchange Programme, London Business School, London (UK)**
- 1988 **Degree in Economics, Bocconi University, Milan (Italy)**, supervisor: **Prof. Tancredi Bianchi**, final mark: 110/110 **summa cum laude**
- 1977 – 1984 **A Levels**, in Chemistry, Physics, Mathematics, **Roedean School, Brighton (UK)**

Awards and Grants: IBM scholarship for a Computing Summer School (1987), Erasmus scholarship (1988), Luino and Varese bank scholarship (1988), "Being European Citizen" Ugo La Malfa Award, Best final dissertation University students section (1989). She has over twenty years of experience in research and training in banking and finance both at university and post graduate level in numerous Italian and foreign universities (BI Norwegian School of Business, Bocconi, Ca' Foscari, London Business School, Milan Catholic University, SDA Bocconi, Zagreb Business School)

#### Chartered accountant (dottore commercialista) and statutory auditor (revisore legale)

#### Executive positions

- **Deputy Dean, Faculty of Economics, Sapienza University, Rome (2011-2017)** in charge of relations with international, institutional and business entities

#### Board positions

- **Assicurazioni Generali** (c. 33 bn euro market cap, part of the FTSE MIB 40 index) – Independent Member of the Board of Directors, Member of the Nominations and Corporate Governance Committee, Member of the Risk and Control Committee, Member of the Remuneration and Human Resources Committee
- **MediaforEurope NV** (former Mediaset) – Independent Member of the Board of Directors, Chairperson of ESG Committee, Member of the Remuneration Committee, Member of the Related Parties Committee
- **Guala Closures Group** – Independent Member of the Board of Directors
- **Epta Refrigeration** – Independent Member of the Board of Directors

**Former board positions (from 2008) include other 4 of the companies of the FTSE MIB 40 index (in bold below). Non-executive independent director** of Banco di Desio e della Brianza (Chairperson of the Transactions with Related Parties Committee, Member of the Nomination Committee), **Luxottica Group** (voted from the minority slate presented by Italian and international institutional investors, Lead Independent Director, Member of Human Resources Committee), Prelios (Member of Audit and Risk Committee), **Mediaset** (Chairperson of the Transactions with Related Parties Committee, Member of the Control, Risk and Sustainability Committee, Member of the Remuneration Committee – from 2018 to 2021), Salini Impregilo (Chairperson of the Compensation and Nominating Committee, Member of the Control and Risk Committee), and UBI Pramerica (asset management company, joint venture between UBI Banca and Prudential Inc.). **Supervisory Board member** of **A2A** (also Deputy Chairperson Remuneration Committee) and of **UBI Banca** (Member of Risks Committee, Member of Remuneration Committee).

#### National Appointments

- **Consob (Italy's Securities Markets' Authority)** – member of the stakeholder group (Comitato degli Operatori di Mercato e degli Investitori)
- **Banca d'Italia** - appointed by the Bank of Italy in the governance bodies in the liquidation of banks and other intermediaries subject to supervision. Chair of the Supervisory Committee of **Cape Natixis SGR in compulsory administrative liquidation**
- **Parliament and Ministries** - consultant of the Italian Ministry of Interior. She was invited to present her Expert opinion to public hearings of the Labour Commission of the Italian Senate and the Finance Commission of the Italian Camera (Italy's lower house). **Last public hearings: Parliamentary Commission on Simplification of Financial Services Regulation - 15.11.2016; Bicameral Commission on Finance - 24.01.2019**
- **Member of the Work group** for monitoring the implementation of law 120/2012 **in state-controlled companies appointed by the Labour Minister**

#### International Appointments

- **ESMA** – member of the Consultative Working Group of ESMA's Risk Standing Committee - Investor Trends and Research Working Group
- Member of the **CFA Institute Systemic Risk Council** - an independent international body founded in the USA in 2012 made up of seventeen former government officials, former members of the authorities and internationally recognized experts chaired by **Erkki Liikanen, former Minister of Finance of Finland and later Governor of the Bank of Finland** and **Simon Johnson, former Chief Economist of the International Monetary Fund**. <https://www.systemicriskcouncil.org>
- **European Securities and Markets Authority (ESMA)** – one of the five top-ranking academics in the Securities and Markets Stakeholder Group (2014 - 2016)
- Member of the **MSCI ESG Thought Leadership Council on Corporate Governance Fundamentals**

- **Global Co-Chair** of the **WCD Family Business Council** of the **Women Corporate Directors (WCD) Foundation**, the International think tank that counts over 3,500 women, chairpersons and independent board members, serving on over 8,500 boards across six continents
- One of the eleven members of the jury of the **UK Government's Women in Finance – Italy award**

#### Other Appointments

- **Chairperson** of the **Scientific Committee** of the **Italian Financial Industry Risk Managers Association (AIFIRM)**, coordinator of the technical commissions on “Cyber risk”, “The role of the Risk Appetite Framework in bank corporate governance”, “Governance and Covid-19” and “ESG and sustainability: risks and opportunities for the Italian Banking System”.
- **Chairperson** of the **National Scientific Qualification Commission (ASN)** (2018-2021) for access to the role of professors, area 13 B4 - Financial markets, financial institutions, and corporate finance
- Member of the jury of the **Sustainable Enterprise Award** promoted by the **24 Ore Group**
- Member of **Javotte Bocconi Institute**, the Foundation which owns Bocconi University

#### Collaborations with the media

- She takes part as **economist in the main Italian television news programmes** (TG1, TG1 economia, Speciale TG1, TG2 Post, TG7, Class- CNBC, Sky) and on the **radio** (Radio 1 and Radio 24)
- She has published numerous articles on the press (Il Sole 24 Ore, L'Economia – Corriere della Sera, Milano Finanza, Bloomberg)

#### Invited speaker at international academic and business community conferences

##### Last speeches:

- **Program Chair** of the '**2023 New Frontiers in Banking and Capital Markets conference**' sponsored by Sapienza University and the Joint Research Center of the European Commission, **Keynote address Michael Spence, Nobel Prize in Economic Science 2001**
- **Program Chair** of the '**2022 New Frontiers in Banking and Capital Markets conference**' sponsored by Sapienza University, Hamburg University, Luiss Business School and the Joint Research Center of the European Commission, **Keynote address Michael Spence, Nobel Prize in Economic Science 2001**
- **Contributing to a financial system that serves the economy: old and new challenges**, Farewell seminar for Anneli Tuominen, Director General of the Finnish Financial Supervisory Authority, Helsinki, 18 May 2022
- **Climate risk and ESG factors**, Consob-Sapienza Academic seminars, 1 April 2022
- **Emerging risks in cryptocurrencies**, Consob-Sapienza Academic seminars, 12 November 2021
- **G20 Conference** on Domestic Capital Markets Development, Panel: Elements of Capital Markets: Infrastructure, Regulatory, and Investors, Riyadh, 30 January 2020
- ESG data, Banking Regulation and Stability, **EC-EBA Workshop**, Joint Research Centre, Ispra, 18-19 November 2019
- **Program Chair** of the '**2019 New Frontiers in Banking Conference: From Corporate Governance to Risk Management**', sponsored by Sapienza University, Bocconi University and Review of Financial Studies, **Keynote address Gary Gorton, Yale School of Management**
- **Program Chair** of the '**2018 New Frontiers in Banking Conference: From Corporate Governance to Risk Management**', sponsored by Sapienza University, Bocconi University and Review of Financial Studies, **Keynote address Jean Tirole, Nobel Prize in Economic Science 2014**
- **Program Chair** of the '**2017 Bank Systemic Risk Measurement and Mitigation conference**', sponsored by Sapienza University, Bocconi University and Review of Financial Studies, **Keynote address Robert Engle, Nobel Prize in Economic Science 2003**

Author of numerous **publications** on banking, insurance, corporate governance and capital markets.

**FEDELE CONFALONIERI**

Born on 6 August 1937 in Milan. He graduated with a degree in Law from Milan University. He is a member of the Advisory Board of Confindustria and Assolombarda. He is Chairman of MFE-MEDIAFOREUROPE N.V. and Mediaset S.p.A.. He is Chairman of the Veneranda Fabbrica del Duomo di Milano and member of the General Council of Confindustria Radio Televisioni. From 2014 to 2023, he was a member of the Board of Directors of Mediaset España Comunicación, SA and, following the completion of the merger of the latter into MFE- MEDIAFOREUROPE N.V., since May 2023 he has been a Board Member of Grupo Audiovisual Mediaset España Comunicación, SAU.

## CRESPO BOFILL, Consuelo

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### PROFESSIONAL EXPERIENCE

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- 2019 – present **SHIP2B VENTURES (IMPACT INVESTING)** – Member of the Advisory Board
- 2017 – present **MEDIASET ESPAÑA** – Member of the Board of Directors and Member of Different Committees
- 2014 – present **DEUSTO BUSINESS SCHOOL** – Member of the Advisory Board
- 2009 – 2019 **TUBACEX** – Member of the Board of Directors and Member of Different Committees
- 2008 – 2014 **ACCIONA** – Member of the Board of Directors and Member of the Sustainability Committee
- 2001 – 2017 **UNIVERSIDAD DE DEUSTO** – Member of the Advisory Board
- 2005 – 2014 **UNICEF ESPAÑA** – President
- 1993 – 2005 **UNICEF PAÍS VASCO** – President

### OTHER RELEVANT ACTIVITIES

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- 2017 – 2016 **PRINCESA DE GIRONA ORGANISATION** – Member of Advisory Board and jury
- 2007 – 2011 **PREMIOS PRINCIPE DE ASTURIAS** – Member of the jury for the International Cooperation award
- 2003 – 2016 **CORPORATE SOCIAL RESPONSIBILITY AWARDS** – Member of different relevant juries

### COLLABORATIONS

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- 2020 – present **CODESPA FOUNDATION** – Member of the Advisory board
- 2020 – present **ALEJANDRO ECHEVARRIA FOUNDATION** – Member of the Advisory board
- 2016 – present **TUBACEX FOUNDATION** – Member of the Advisory board
- 2015 – present **CIRCULO ORELLANA ASSOCIATION** – Founder and Vice President
- 2015 – present **BOSCANA FOUNDATION** – Member of the Advisory board
- 2014 – 2022 **INTERMON OXFAM** – Member of the Advisory board

### EDUCATION

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#### UNIVERSIDAD DE BARCELONA

Studies in Biological Sciences

#### UNIVERSIDAD DEL PAÍS VASCO

Master's Degree in International Cooperation, Peace and Development in the context of the United Nations

### OTHER

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- SPAIN'S TOP 100 directors on corporate reputation in the MERCO report (2010-2014)
- Gold master of the Spanish institution "Forum de Alta Direccion"
- Professor in the master's degree of International Cooperation from Universidad de Barcelona, Universidad del País Vasco and Universidad Complutense de Madrid
- Married, 4 children and 12 grandchildren

# Javier Díez de Polanco

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## **Currently:**

- Iberdrola Mexico - Member of the board and Chairman of the Audit and Compliance commission.  
Since 2011
- Timón, S.L (families Office) Member of the board  
Since 1988
- Trópicos Hoteles, S.L  
Since 2017

## **Work Experience :**

- Mediaset Spain - Member of the board 2017-2024
- Willis Towers Watson Iberia – Member of the board 2010 – 2018
- Prisa - Member of the board 1996 – 2010
- Sogecable - CEO 1999 – 2009. Launch to Stock Market of payed TV platform, Canal+. Launch of Canal 4, Commercial Tv.
- Union Radio – CEO – Cadena SER 1990 – 1998
- Prisa an Newspaper El Pais - General Manager Grupo 1988 – 1999
- Editorial Santillana - General Manager in Argentina and Chile 1984 – 1988

## **Studies :**

- Master in Legal Advice and Management Companies. - Instituto de Empresa.
- Trainee at European Institutions - European Parliament (Luxemburg).
- Lawyer - Complutense University Madrid.

Madrid, April 2024

## Giulio Gallazzi



Giulio Gallazzi was born in Bologna on 08 January 1964. He graduated in 1987 in Business Administration from the University of Bologna with Honors. Following an initial 2-year work experience, he attended full time and in 1991 obtained a Master in Business Administration at SDA Bocconi in Milan with Honors and was subsequently Visiting Scholar at the Harvard Business School in Boston (USA) (1991-1992) where he furthered his studies in Corporate Strategy and Finance.

In 2001 he founded Socially Responsible Investments (SRI) S.p.A., the first step of what is today the SRI Group, one of the leading independent European groups that offers consulting services in the field of Finance and Sustainable Business Management (ESG) of which Group he is still Chairman and Chief Executive Officer.

Between 2002 and 2007 SRI Spa started a constant growth path, also generating several start-ups and making various strategic acquisitions, thus transforming itself into SRI Group in 2009.

SRI Group Global became the Group Holding Company in 2010, today controlling an international Group consisting of twelve companies linked by strong strategic business interdependencies, with headquarters in London and operational offices in Milan, Rome, Brussels, and other partnerships or Joint Ventures established in 15 countries globally.

The Group today is an important reference for European companies that places the international development at the centre of their strategies. SRI Group operates on the issues of Business Development Advisory, Corporate Finance, International Business Management, Corporate and Governance Restructuring.

Since 2012, Giulio Gallazzi has gained significant experience in Private Equity investment transactions in the Banking and Fintech sectors, in T.M.T. industry and in general in the Industrial and Entertainment High technology environment, acquiring considerable skills in the management of strategic change from Traditional Economy to Digital Economy, in international finance operations and in the management of industrial development.

Today SRI Group is a significant Private Equity proprietary investor specialized in SME segment, with over 8 acquisitions made in the last 5 years. SRI Group is also one of the major shareholder of Gruppo Banca del Fucino, where Giulio Gallazzi is also member of the B.o.D.

From 2014 to 2016 he has been Director of Ansaldo STS, an Italian company world leader in signaling technologies for rail and underground transport, listed on the Milan stock exchange. He was Chairman of Nomination and Remuneration Committee.





From 2016 to 2018 he has been Director of Banca Carige (Banca Carige Group), one of the main banking groups in Italy. Giulio Gallazzi was first Chairman of the Risk Control Committee and Chairman of the Remuneration Committee, and subsequently became Chairman of the Board of Directors f.f.

Between 2019 and 2021 he was Director of ASTM S.p.A., one of the main holding companies operating in the motorway management sectors (second largest operator worldwide) and in the engineering of large infrastructures.

From 2018 he is Director of MFE N. V. (Media For Europe Group, formerly Mediaset Group), the largest Italian "Broadcasting Company" and leading operator in the multimedia field at European level.

From 2021 he is Director of Danieli & C., the world's leading group in the steel sector of plant making (construction of steel plants) and steel making (special steels).

From December 2022 Director of TIM S.p.A., the leading ICT/TMT group in Italy and Brazil.

He has published numerous works and articles examining the themes of corporate sustainable development and sustainable finance.

In his youth Giulio Gallazzi had an important sporting career: he was European American football champion with the Italian national team in 1987, of which he also held the position of captain, and was Italian champion in 1986 with the Warriors of Bologna. In 1988 he was voted MVP of the championship and was invited to N.F.L. Free Agent Trials by the Minnesota Vikings.

**DANILO PELLEGRINO**

Daniilo Pellegrino was born in Milan on 18 September 1957, and studied Business Management at Cattolica University, Milan. In 1975, he joined Magneti Marelli S.p.A., a Fiat Group company where he held various positions in the Administration and Control Area. He joined the Fininvest Group in 1988. He is currently CEO of Fininvest S.p.A. and holds the following positions in the Group's companies: He is Chairman of Alba Servizi Aerotrasporti S.p.A. and of ISIM S.p.A., Deputy Chairman of Teatro Manzoni S.p.A., Milan, and director of A.C. Monza. He is a member of the Board of Directors of Arnoldo Mondadori Editore S.p.A..

## Alessandra Piccinino

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LinkedIn profile: <https://it.linkedin.com/pub/alessandra-piccinino/21/218/5b9>

Fluent in Italian, English, French and Spanish

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More than 30-year career in corporate finance, having served as CFO both within a large multinational public company, The Dow Chemical Company, and within other companies/groups. Responsibilities spanned different leadership roles at the local and global levels. Proven ability to achieve objectives with great focus on performance objectives while honoring and setting the tone for culture. Solid track record in management of complex organizations, financial operations and processes. Great attention to risk evaluation and mitigation strategies and financial/ organizational / environmental sustainability.

From 2012 Non-executive Board Director in companies, both listed and non-listed, in the sectors of Chemical, Services, Media, Energy, Education, Engineering and Pharmaceutical. As Non-executive Director also member of different Board Committees. Gained a solid experience and knowledge of governance issues.

### PROFESSIONAL EXPERIENCE

#### **MFE – MEDIAFOREUROPE NV, Member of the Board of Directors** **2021-present**

Holding company del Mediaset Group, non-executive independent Director, President of Audit and Risk, member of Related Parties Committee.

#### **Pierrel SpA, Member of the Board of Directors** **2018-present**

Pierrel S.p.A., listed on the Milan Stock Exchange from 2006 to 2024, is a global provider for life science, biopharma and pharmaceutical industries. Non-executive independent Director, member of Related Parties Committee.

#### **Italian Angels for Growth, Member of the Directive Committee** **2017-present**

Network of business angels, entrepreneurs and companies that share expertise, capital and commitment to support innovation and entrepreneurship by investing and supporting startups.

#### **Poltrona Frau Group, Chief Financial Officer** **2021-2022**

Chief Financial Officer of Lifestyle Design, a federation of brands, with global presence, in the sector of design and luxury furniture, among which Poltrona Frau and Cassina, all controlled by Haworth Group, USA

#### **Moleskine Srl, Chief Financial and Chief Operating Officer** **2019-2021**

A leading lifestyle brand with a global presence, part of the D'leteren Group, Belgium.

Responsible for the Group of all Finance functions (Control, M&A, Treasury), Legal as well as Supply Chain, Procurement, Strategic Sourcing, Inventory management.

#### **Italgas Reti S.p.A., Member of the Board of Directors** **2017-2023**

Independent non-executive director in the board of Italgas Reti, fully owned subsidiary handling all operations of Italgas Holding, listed at Milan stock exchange. Italgas is the leading natural gas distribution operator in Italy and the third in Europe.

#### **American School of Milan, President** **2012-nov 2020**

Elected President in 2018, Treasurer and Chairman of the Finance Committee from 2013 to 2017. Member of the Governance Committee. ASM is a recognized Association with the scope of managing a School offering a college preparatory curriculum in English, according to the American educational programs and methodology as well as the ones of the International Baccalaureate continuum of International Education (IB). ASM Board of Trustees has an excellent mix in terms of gender diversity, professional backgrounds, and

nationalities. The Board of this association is managed with very high standards of professionalism and dynamics not different from the ones of large companies.

**Independent Consultant**

**2014-2018**

In areas of expertise such as: corporate finance, treasury, organization and processes, strategic plans, cost accounting, risk management, M&A. Most relevant projects: Finance Director in Propensione, innovative start-up in InsurTech; representative of Federation Internationale de l'Automobile (FIA) for the introduction of a "Cost Cap" mechanism in F1 (10 months project).

**Mediaset SpA, Member of the Board of Directors**

**2015-2018**

Elected in representation of the minority shareholders from a list presented by a group of banks, investment companies and institutional investors through Assogestioni. Member of Related Parties Committee.

**Ansaldo STS SpA, now Hitachi Group, Member of the Board of Directors**

**2015-2016**

Independent Director and member of Nominating and Compensation committee. During her duties as board member, she gained competences on public offers and succession/change of the CEO. This experience has underlined the importance of the board focusing on business goals and medium/long-term strategies, rather than being involved in dynamics among shareholders.

Ansaldo STS, now Hitachi, is an international leader with a global presence in signalling and the implementation of integrated transport systems for Freight, passenger Railways and Mass Transit.

**Axitea Spa, Chief Financial Officer**

**2011-2013**

CFO of a leading company in the Security Service market owned by a Private Equity fund based in London (Stirling Square Capital). As CFO responsible of Finance, Control, M&A, Treasury, Corporate Compliance. Management of the relationship and reporting to capital providers of Equity, Senior Loan and Mezzanine financing.

Main objectives: set-up of lean and efficient organization and centralization of administrative and financial processes in a company coming from the merge of more than 30 local different units as a result of sector consolidation.

Project Leader for the implementation of a new ERP system (SAP) – go-live January 2012.

**The Dow Chemical Company, Various roles**

**1987-2010**

23 years career, always covering roles in Finance Department, within The Dow Chemical Co., an American multinational chemical corporation headquartered in Midland, Michigan, United States, listed at NYSE, with the following career path, starting from the most recent:

**Business Finance Director, Dow Formulated Systems**

**2008-2010**

Global Finance Director for one of The Dow Chemical Company business divisions. Dow Formulated Systems is a geographically diverse business with annual revenues exceeding US\$1.4 billion, production and shipping of about 500MMT, a workforce of over 900 employees and 30 manufacturing, R&D and Service Centers locations worldwide (namely Europe/Russia, US, China, India).

Manages a group of people based in Russia, Switzerland, Italy and US.

Completed 2 JVs (Russia and Korea), 3 divestitures (UK/US, Italy), 5 acquisitions (Italy, Denmark, UK, Germany, US).

**M&A and Project Manager Polyurethane Systems Business**

**2006-2008**

Joined the Global M&A Team of one of Dow global business division: Polyurethane Systems Business. In charge of identifying target companies, initiating a first contact and analyzing relevant financial data with the aim of executing a pre-screening.

Once established priorities together with Business Leadership, in charge of finalizing the package needed in order to get internal approvals and clearance for the deal, including validation of the valuation model.

Internal coordination and financial support for a project regarding the analysis of the economic viability of TDI plant in Porto Marghera – Italy. Participated to the process to get to the strategic decision of permanently

shut-down this plant, including financial support for the handling of all contractual, social and industrial issues.

**Finance Director Southern Europe - Italia, Spagna, Portogallo e Francia** 2004-2006

Enlarged responsibilities in terms of geographic area by adding to France and Italy the finance leadership of Spain and Portugal. Manages a group of 31 people across 4 countries operating in the various finance functions and processes (Treasury, Accounting & Tax, Payroll, Cost Accounting, Pension Fund and Insurance). Focal point for Southern Europe for Global Functions as Strategic Planning and M&A.

The new size of accountability is 19 legal entities (including JV's), 27 manufacturing plants, about Euro 2500 MM of net revenue (42% of Total Dow Western Europe) and about 2900 employees. Total credit risk becomes Euro 3000 MM over 4000 customers.

Further develops People Leadership skills with a strong and active involvement in terms of staff-planning, recruiting, deployment, compensation decisions, training.

**Regional Finance Director Italy & France** 2001-2004

Regional Finance Director ensures a better coordination at local level of Treasury, Accounting & Tax, Payroll, M&A, Cost Accounting, Pension Fund and Insurance functions previously organized only at global level. Manages a group of 18 people across two countries and is directly responsible of all activities within finance area for the two Regions Italy and France.

The size of accountability is 13 legal entities (including JV's), 20 locations among sales offices and manufacturing plants, about Euro 1500 MM of net revenue and about 1700 employees. The credit risk becomes about Euro 1900 MM over 3400 customers.

**Treasurer and Credit Manager Italy** 1996-2000

**Credit Supervisor Italy** 1994-1996

**Financial Planning Manager Italy** 1988-1993

**Foreign Exchange Manager Italy** 1987-1988

**General Manager of internal Italian pension fund FIP-DOW** 1996-2010

## EDUCATION

**Università degli Studi di Napoli** 1985

University Degree in Economics and Commerce, Studies specialized in International Law and Economics, Thesis: Technology Transfer in International Law  
Final Grade: 110 magna cum laude/110

**United Nations Organization** Geneva, 1986

Stage within External Relation Department

**College of Europe** Bruges (Belgium), 1986-87

Master in advanced European Studies, specialization in economic studies.

**In the BoardRoom (2015)**, selected to attend the programme organized by GE Capital and ValoreD to promote and elect in listed company's Boards professional and talented women.

**Assogestioni (2014)**, Induction Session for independent board members, training program on duties and responsibilities related to the role of member of administration and control bodies for listed companies, in line with what recommended by the "Codice di Autodisciplina".