



APPENDIX A – PROFILE OF THE CHIEF EXECUTIVE OFFICER

IDEAL EXPERIENCE

The Chief Executive Officer:

1. has at least 15–20 years' overall experience gained in companies in the credit, financial, securities or insurance sectors;
2. has preferably held for at least 5 years roles as CEO or senior management within banking groups or other listed financial institutions, with *business* and operations in multiple countries and with a scale and complexity comparable to that of the Bank;
3. has experience in lending, preferably in factoring business relating to the public sector; has worked with financial instruments (e.g. *securitisation, bonds, structured finance, etc.*); and also possesses experience in finance (budgeting, planning and control). Experience in transaction banking within a commercial bank is considered a significant asset, though it is not a fundamental requirement.
4. has extensive experience – gained in regulated financial environments – in managing regulatory, risk management and capital management aspects;
5. demonstrates proven experience in managing relations (and roadshows) with shareholders and analysts, both nationally and internationally, as well as knowledge of market disclosure requirements;
6. experience in leading M&A transactions and ensuring effective post-merger integration;
7. has in-depth experience of the sector's regulatory environment, including knowledge of regulatory developments and the impact of regulations on risk and capital management;
8. proven ability to interact and collaborate constructively with the Board of Directors and its committees on strategic and governance issues;



9. possesses an appropriate level of international exposure and a network in Italy and Europe, both commercial and with supervisory and sectoral authorities;
10. preferably has a track record of delivering successful business transformations and a focus on innovation;

KEY COMPETENCIES OF THE CHIEF EXECUTIVE OFFICER

✓ **Strategic vision and entrepreneurial spirit**

- is able to formulate a broad strategic vision, developing plans and strategies that address complex market dynamics in a structured manner and clearly define the direction to be taken;
- demonstrates a strong focus on business needs, directing activities towards the overall corporate result and promoting sustainable and profitable long-term growth, including through external expansion.

✓ **Results-orientation**

- aims for excellence in corporate performance, committing to meeting or exceeding targets and organising the structure to ensure their achievement;
- is quick to analyse and summarise, providing clear guidance without going into excessive detail. Is able to identify new *business* potential as well as new ways to increase the Group's profitability.

✓ **Team management, collaboration and influence**

- demonstrates high interpersonal intelligence, combining listening skills, balance and flexibility. Is capable of building and maintaining solid relationships and partnerships even in complex contexts, exerting effective influence on key stakeholders. Encourages cross-functional collaboration and develops strategic professional networks to support corporate objectives;
- is a recognised *leader* and makes appropriate use of delegation. He is a motivator, attentive to people and the development of colleagues. He has the ability to build, guide and inspire the management team and the entire corporate culture, fostering



organisation's full commitment to the vision, strategy and values, exercising authoritative and charismatic leadership.

PERSONAL CHARACTERISTICS OF THE CHIEF EXECUTIVE OFFICER

- sense of ethics;
- reputation among institutions, investors and the business community;
- openness to change and a focus on innovation;
- sensitivity to sustainability issues;
- understanding of and alignment with BFF's culture, history and business model.

OTHER EVALUATION CRITERIA:

- Excellent knowledge of English and Italian.