

GIOVANNI DE GENNARO

CHAIRMAN

Non-executive- Non-Independent - In office since July 2013

Belonging list: majority (Ministry of Economy and Finance)

Born in Reggio Calabria on 14 August 1948. Chairman of Leonardo since 4 July 2013. His mandate was renewed by the Shareholders' Meeting on 15 May 2014 and 16 May 2017. He graduated in Law at the University of Rome "La Sapienza". After fulfilling his national service obligations as a reserve officer for the Italian Army and a short period of work at the Italian Ministry of Finance, he entered the Ministry of the Interior holding various positions as Senior Police Officer. He spent most of his career in the Public Security Administration until 1994, when he was appointed Prefect, First Class. In 2000 he became Chief of the Police – Director General of Public Security. In 2007 he was appointed Head of the Ministerial Staff of the Internal Affairs. During his mandate, because of the exceptionally serious crisis related to the waste disposal in Campania, the Italian Government assigned Mr De Gennaro the temporary management of the emergency for 120 days and appointed him Extraordinary Commissioner. In 2008 he held the position of Director General of the Italian Department of Security Information (DIS), with the additional task of implementing, from a regulatory and organisational standpoint, the complex reform of the intelligence services called for by the Parliament in 2007. In 2012 he was appointed Under Secretary to the Italian Prime Minister's Office with powers over the intelligence and security services, by the Council of Ministers. As Government representative he participated in the process of approval, unanimously voted by the Parliament, of another partial reform of the laws governing the intelligence services, with particular regard to the sensitive issue of the State Secret. In 2000 he was bestowed the Knight of Grand Cross ("Cavaliere di Gran Croce") of the Order of Merit of the Italian Republic. He is Chairman of the Center for American Studies and Honorary Chairman of the *Fondazione Leonardo – Civiltà della Macchine*. He is also member of the Executive Committee of the Association of Italian Joint Stock Companies (Assonime) and member of the Board of Directors of the *Istituto della Enciclopedia Italiana fondata da Giovanni Treccani Spa*

ALESSANDRO PROFUMO

CHIEF EXECUTIVE OFFICER

Executive – Non-Independent - In office since May 2017

Belonging list: majority (Ministry of Economy and Finance)

Born in Genoa on 17 February 1957. Chief Executive Officer of Leonardo since 16 May 2017. He has also been Honorary President of AIAD (Italian Industries Federation for Aerospace, Defence and Security) since July 2017. Chairman of the *Fondazione Ricerca & Imprenditorialità* since February

2018. Member of the Board of *Fondazione IIT* (Italian Technology Institute) and member of COMI (Committee of Market Operators and Investors) of CONSOB (Italian Stock Exchange Regulator) since 2019. Member of the European Round Table for Industrialists (ERT) since mid-2019. Member of the Scientific Committee of the Observatory of Banca Impresa 2030 since November 2019. Member of the Corporate Governance Committee (set up by ABI, ANIA, Assogestioni, Assonime, Borsa Italiana and Confindustria) since December 2019. He graduated cum laude in Business Administration at the Luigi Bocconi University. In 1977 he started working at the Banco Lariano, where he stayed for ten years. In 1987 he joined McKinsey & Company, where he dealt with strategic and organisational projects for financial houses. In 1989 he became the head of relations with financial institutions and of integrated organisation and development projects for Bain, Cuneo & Associati. In 1991 he left the business consulting sector to take up a position as Chief Banking and Para Banking Officer with RAS – Riunione Adriatica di Sicurtà. He was also responsible for increasing the revenues of the Group's finance company and of the distribution and management companies operating in the sector of asset management. In 1994 he joined Credito Italiano (now UniCredit), where he was appointed Joint Chief Officer in the Group's planning and control department. One year later he took up the position of General Manager, while in 1997 he was appointed as Chief Executive Officer of the UniCredit Group, a position which he continued to fill until September 2010. Under his leadership the UniCredit Group became a European level institution, from 15,000 to more than 162,000 employees, with offices in 23 countries. In February 2012 he was appointed by the European Commissioner for the Internal Market and Services to a group of European experts, the High-Level Expert Group, which was to evaluate the functioning of the European Union banking sector and suggest possible measures to reform its structure. He served as Chairman of Banca Monte dei Paschi di Siena from April 2012 to August 2015. In September 2015 he became a Director and the Chairman of Equita SIM, positions which he filled until May 2017. At international level, he acted as President of the European Banking Federation in Brussels and of the International Monetary Conference in Washington. He has also been on the International Advisory Board of Itaú Unibanco (Brazil) and a member of the Supervisory Board of Sberbank (Russia). He was a Director of the Board of Directors of Eni from 2011 to 2014. In July 2015 he was again co-opted to the Board of Directors of Eni, a position which he left in April 2017 after the annual report had been approved by the shareholders' meeting. He has also been a member of the Board of Directors and of the Executive Committee of Mediobanca and a member of the Board of Directors at the Luigi Bocconi University.

He was awarded the Italian Order of Merit for Labour (*Cavaliere al Merito del Lavoro*) in 2004. He is a Director of the Together To Go Foundation (TOG).

GUIDO ALPA

DIRECTOR

Non-executive- Independent - In office since May 2014

Belonging list: majority (Ministry of Economy and Finance)

Committees:

- Nomination, Governance and Sustainability (Chairman)
- Control and Risks

Born in Ovada (Province of Alessandria) on 26 November 1947. Director of Leonardo since 15 May 2014; his mandate was renewed by the Shareholders' Meeting of 16 May 2017. He has graduated in Law from Genoa University. He has been Full Professor at the Faculty of Law at Genoa University (Civil law, Comparative private law and Comparative legal systems). He has been Full Professor at the Faculty of Law at La Sapienza University in Rome since 1991 (Civil law and Comparative private law) and the director of the Master's course in European Private Law since 2004. He has been a Visiting Professor at the School of Law of Oregon University and at the University of California (Berkeley), the University of London, the International Faculty of Comparative Law in Mannheim, Trento and Coimbra, the University of Barcelona, the University of Granada and the University of Oxford. He has also taught at the Malta University Summer School, at the Summer School of the Institute of Advanced Legal Studies in London, at the Summer School of the King's College in London. He has been a member of the National Bar Association since 1995 and was the Chairman of this Association from May 2004 to March 2015. He is a member of the Steering Committee of the Italian Arbitration Association, of the Steering Committee of the Italian Comparative Law Association, of the national Steering Committee of the International insurance law association and a member of the Scientific Committee of "Bancaria" (the Italian Bankers' Association's monthly magazine), as well as the Chairman of the Italian Civil Lawyers. Furthermore he is also a member of the Advisory Council of the Institute of European Comparative Law at the University of Oxford and has been a member of the Board of Directors of the Cesar Foundation. He has been the Chairman of the Users' Advisory Council and a board member of ISVAP (the Italian Insurance Supervisory Authority). He has been a member of the Board of Directors of Banca Carige, the Chairman of Carige Assicurazioni S.p.A. and Carige Vita Nuova S.p.A., as well as a member of the Board of Directors of the Carige Foundation and a member of the Board of Directors of Grandi Navi Veloci S.p.A.

He has received prestigious awards including that of the Knight of Grand Cross ("*Cavaliere di Gran Croce*") of the Order of Merit of the Italian Republic, Knight of the Equestrian Order of the Holy Sepulchre ("*Cavaliere dell'Ordine Equestre del Santo Sepolcro*") and Commander of the Order of St.

Gregory the Great (“*Commendatore dell’Ordine di San Gregorio Magno*”). Finally, he is the author of a large number of publications.

LUCA BADER

DIRECTOR

Non-executive- Independent - In office since May 2017

Belonging list: majority (Ministry of Economy and Finance)

Committees:

- Analysis of International Scenarios
- Control and Risks

Born in Milan on 18 May 1974. Director of Leonardo since 16 May 2017. He received a Bachelor of Arts degree in Political Science at the South Bank University in London and a Master of Arts in International Relations at the London School of Economics. He was a researcher from 2000 to 2004 at the International Affairs Institute in Rome, where he had the role of Coordinator of the International Economy Laboratory. He was the political advisor to the Liberal and Democratic Alliance at the European Parliament from 2004 to 2006 and Head of International Relations for the Italian Margherita – Democrazia e Libertà Party until 2008. He was Deputy Head of International Affairs for the Italian Democratic Party from 2008 to 2013. He has acted as Advisor for European and International Affairs for Italian and foreign companies and has cooperated with ICE, the Italian Institute for Foreign Trade, handling some special projects for them. From 2014 to 2016 he was Head of the Secretariat to the Minister at the Ministry of Foreign Affairs and International Cooperation and from December 2016 to March 2017 he was the President of the Italian Council of Minister’s Advisor for International Relations. He has been Director of the Institute of European Democrats in Brussels since 2007 and has been a member of the Organising Committee of MED Dialogues – Institute for International Political Studies (ISPI) since January 2015. From 2007 to 2014 he was a researcher and a senior fellow at universities in Australia and in London.

MARINA ELVIRA CALDERONE

DIRECTOR

Non-executive- Independent - In office since May 2014

Belonging list: majority (Ministry of Economy and Finance)

Committees:

- Nomination, Governance and Sustainability
- Remuneration

Born in Bonorva (Province of Sassari) on 30 July 1965. Appointed Director of Leonardo by the Shareholders' Meeting of 15 May 2014; her mandate was renewed by the Shareholders' Meeting of 16 May 2017. She has graduated in Business Management and International Business Economics. She is a member of the Association of Labour Consultants (*Ordine dei Consulenti del Lavoro*) and is expert in the management of industrial and labour relations and enhancement of corporate human capital. She also provides advice in the areas of the public service, the recruitment and management of staff members working for state-controlled companies, business crisis and insolvency proceedings. She has been the Chairman of the National Labour Consultants Council since 2005. She has been the Chairman of the European Labour Law Practice Association since 2006. She has been the Chairman of the Permanent Single Committee of Professional Associations and Boards since 2009. She is the author of papers and articles, and participates in congresses, workshops, conferences, parliamentary hearings and TV programmes, in relation to labour and labour market analysis issues. Upon appointment by the Italian Government, she has been a member of the European Economic and Social Committee since October 2015. She is the spokeswoman for the Professions Category of the European Economic and Social Committee (EESC) and is member of the Labour Market Observatory, Section for "Employment, Social Affairs and Citizenship" (SOC) and Section for the "Single market, production and consumption" (INT). In December 2015 she was awarded the title of Honour Graduate in labour social issues (*Graduado Social de Honor*) from the General Council of Official Colleges of Social Graduates of Spain (*Consejo General de Colegios Oficiales de Graduados Sociales de España*) She is also a honorary member of the "*Unionea Nationala a Expertilor in Legislatia Muncii Romania*". In June 2019 she was appointed Chairman of the World Federation of Labour Professions.

PAOLO CANTARELLA

DIRECTOR – *Lead Independent Director*

Non-executive- Independent - In office since May 2011

Belonging list: minority (a group of asset management companies and institutional investors)

Committees:

- Control and Risks (Chairman)
- Nomination, Governance and Sustainability

Born in Varallo Sesia (Vercelli) on 4 December 1944. Appointed Director of Leonardo at the Shareholders' Meeting of 4 May 2011, his mandate was renewed by the Shareholders' Meetings of 15 May 2014 and 16 May 2017. He has a degree in Mechanical Engineering from the Politecnico University in Turin. He started his career as the General Manager for Turin companies operating in the automobile components industry. In 1977 he joined Fiat S.p.A. in the Automobile Components division at first assisting the head of this division and then as the Sales Manager of AGES S.p.A.

(components production). In 1980 he was appointed assistant to the Chief Executive Officer of Fiat S.p.A., as well as head of the Interdivision Industrial Coordination of the Group. In 1983 he was appointed Chief Executive Officer of Comau, a company in the Fiat Group operating in the production resources and systems division. In 1989, he joined Fiat Auto S.p.A. where he was responsible for Purchasing and Logistics. In 1990 he was appointed General Manager of Fiat Auto S.p.A., then, Chief Executive Officer of the same and manager of the Automobile Division of the Fiat Group. From 1996 to 2002, he held the position of Chief Executive Officer of Fiat S.p.A., Chairman of Fiat Auto S.p.A. and Chairman of IVECO B.V.. From 2000 to 2001, he was Chairman of ACEA (European Automobile Manufacturers' Association). In 1997 he was appointed Knight of Labour (*Cavaliere del Lavoro*). He was a member of the Managing Committee of Confindustria (the Italian Federation of Industrialists) and a Member of the Board of Directors of Mediobanca, HdP (holding company of Partecipazioni Industriali S.p.A.), Alcatel, CNH, Polaroid, Terna S.p.A., TOROC (Turin Olympics 2006) and IREN S.p.A., as well as a member of the Steering Committee of the Teatro Regio di Torino foundation. At present he is the President of the Historic Sport Car Commission of ACI (Italian Automobile Club), Chairman of the Historic Motor Sport Commission of the FIA (*Fédération Internationale de l'Automobile*), as well as a member of the Board of Directors of Prima Industrie S.p.A..

MARTA DASSÙ

DIRECTOR

Non-executive- Independent - In office since May 2014

Belonging list: majority (Ministry of Economy and Finance)

Committees:

- Analysis of International Scenarios (Chairman)
- Nomination, Governance and Sustainability

Born in Milan on 8 March 1955. Appointed Director of Leonardo by the Shareholders' Meeting of 15 May 2014; her appointment was renewed by the Shareholders' Meeting of 16 May 2017. She has graduated in Contemporary History from Florence University. She has taught Sociology of International Relations and International Journalism at La Sapienza University in Rome and published various essays and books on international politics. She has held the following positions: Director of CeSPI (Research Centre for International Politics) in Rome from 1989 to 1999, Councillor for International Relations for the Italian Prime Minister from 1998 to 2001, Councillor for the Presidency of the Republic from 2004 to 2005, head responsible for the Strategy Reflection Group of the Ministry of Foreign Affairs from 2006 to 2007, Member of the Scientific Committee of Confindustria (the Italian Federation of Industrialists) from 2008 to 2011, Director General for International Affairs at the Aspen Institute in Italy from 2001 to 2011, Deputy Minister for the Ministry of Foreign Affairs

from 2001 to 2014. She is a member of the Board of Directors of Trevi - Finanziaria, Industriale S.p.A., the Fondazione Eni Enrico Mattei foundation and Falck Renewables. She is a leader writer for *La Stampa* and the Director of the *Aspenia* magazine, the magazine of the Aspen Institute in Italy. She currently holds the following positions: Senior Advisor European Affairs at the Aspen Institute; Vice-president of the Center for American Studies; Member of the Scientific Committee of the School of Government at LUISS University in Rome; Member of the Board of Trustees of the European Council of Foreign Relations (ECFR); Member of the Steering Committee of the International Affairs Institute in Rome. She was awarded the French *Légion d'Honneur* of the French Republic in 2003. In 2014 she was conferred the honour from the Order of Merit of the Italian Republic by the President of the Italian Republic. Her last book, which was published in July 2019, is “*Anglo Nostalgia. The politics of emotion in a fractured West*” (Hurst and Oxford University Press).

DARIO FRIGERIO

DIRECTOR

Non-executive- Independent - In office since July 2013

Belonging list: minority (a group of asset management companies and institutional investors)

Committees:

- Remuneration (Chairman)
- Nomination, Governance and Sustainability

Born in Monza on 24 June 1962. Appointed Director of Leonardo at the Shareholders' Meeting of 4 July 2013, his mandate was renewed by the Shareholders' Meetings of 15 May 2014 and 16 May 2017. He has a degree in Political Economy from the Bocconi University in Milan. He started his professional career in 1991 at Credito Italiano Bank as financial analyst where he dealt with the Bank's own investment portfolio and the asset liability management. In 1996 he was appointed Investment Manager in Milan and Dublin by the Unicredit Group. In 2001 he was appointed Chief Executive Officer of Pioneer Investment (Unicredit Group). After a new reorganisation of the Unicredit Group, in 2004 Mr Frigerio became in charge of the Private Banking unit and was appointed Deputy General Manager of the UniCredit Group, assuming also the role of Chief Executive Officer of Unicredit Private Banking. He was also appointed member of the Executive Committee of the Unicredit Group. Following the acquisition in 2006 of the German HVB Group and the Austrian Bank Austria Group and in 2007 of Capitalia, he took on the responsibility for the Group's Wealth Management business at international level. He also held the chairmanship and vice-chairmanship of various banks and asset management companies in Italy and abroad (such as Pioneer Global, Pioneer Sgr, Activest Germany, Fineco, Xelion and Dat).

He was a member of the Supervisory Body of HVB in Germany and Bank Austria in Austria. From 2010 to 2011 he was Senior Advisor of Citigroup in the asset management segment for Europe, Middle East and Africa. From November 2011 to February 2013 he was Chief Executive Officer of Prelios SGR.

At present, he is deputy chairman of Fondazione Fiera Milano and Independent Director of listed and unlisted companies, Senior Advisor to foundations and financial companies operating in the asset management and private equity segment and a partner of various business enterprises.

FABRIZIO LANDI

DIRECTOR

Non-executive- Independent - In office since May 2014

Belonging list: majority (Ministry of Economy and Finance)

Committees:

- Analysis of International Scenarios
- Control and Risks

Born in Siena on 20 August 1953. Appointed Director of Leonardo by the Shareholders' Meeting of 15 May 2014; his mandate was renewed by the Shareholders' Meeting of 16 May 2017. He graduated from Biomedical Engineering at the Polytechnic Institute in Milan. In 1979 he started his professional career in Miles Italia, a Bayer Group company, as a manager responsible for the *Life Science Instruments* division. In 1981 he joined the Ansaldo Group in Genoa, as a Manager responsible for the Strategic Marketing in the biomedical electronics sector. He was in managerial roles with various responsible positions in Esaote from 1984 to January 2013, until he took on the post of Chief Executive Officer and General Manager. In 2009 he handled the ownership restructuring which determined the Esaote Group's present structure. After having held various positions as Chairman and Director of the Esaote Group companies, he has also held the position of Member of the Boards of Directors of some North-American and Asian companies operating in the medical high tech sector. He is currently a member of the Board of Directors of Menarini Diagnostics, Firma and Menarini Silicon Biosystem that belong to the Menarini Group in Florence, as well as of the Board of Directors of Banca CRF in Florence (until the merger of Banca CFR into Banca Intesasanpaolo) and of the Scientific Committee of El.En. in Calenzano. In 2015 he founded Panakes Partners, which operates as an Asset Management Company in the management of specialist Venture Capital funds and of which he is the Chairman and CEO. He is the president and/or director of certain Italian and foreign companies of which the Panakes Fund is an investor. He is the Chairman of the TLS Foundation in Siena and a member of its Steering Committee. He is a member of the Board of Confindustria (the Italian Federation of Industrialists) in Florence, as well as the president of its Pharmaceutical division and a member of the Chairman's

Committee of the Southern Tuscany Federation of Industrialists, responsible for innovation and Head of the Health Commission of the Tuscany Federation of Industrialists. He is the President of RetImpresa, Italian Business Network Agency of Confindustria. He is the Vice-President of the Research and Entrepreneurship Foundation. He collaborates with Italian and foreign universities in the biomedical engineering, healthcare and business management areas.

SILVIA MERLO

DIRECTOR

Non-executive- Independent - In office since May 2011

Belonging list: minority (a group of asset management companies and institutional investors)

Committees:

- Analysis of International Scenarios
- Control and Risks

Born in Cuneo on 28 July 1968. Graduated in Business Economics. Appointed Director of Leonardo by the Shareholders' Meeting of 4 May 2011; her mandate was renewed by the Shareholders' Meetings of 15 May 2014 and 16 May 2017. She is Chief Executive Officer of Merlo S.p.A. Industria Metalmeccanica. She holds positions in the Boards of Directors of other companies in the Merlo Group. She has been a member of the Board of Directors and of the Control and Risk Committee of GEDI Gruppo Editoriale S.p.A. since 2013. She has been a member of the Board of Directors and of the Appointment and Remuneration Committees of Erg S.p.A. since 2015.

She has been a member of the Board of Directors, of the Control Risk and Sustainability Committee, of the Committee for Related-Party Transactions and Chairman of the Remuneration Committee of Sanlorenzo S.p.A. since 2019.

MARINA RUBINI

DIRECTOR

Non-executive- Independent - In office since May 2014

Belonging list: minority (a group of asset management companies and institutional investors)

Committees:

- Nomination, Governance and Sustainability
- Remuneration

Born in Verona in 1969. Appointed Director of Leonardo by the Shareholders' Meeting of 15 May 2014; her mandate was renewed by the Shareholders' Meeting of 16 May 2017. She is a lawyer who graduated in Law at the "Sacro Cuore" Catholic University of Milan and obtained a postgraduate law

degree (master of Laws) with honours at the Northwestern University School of Law in Chicago (USA). She improved her professional experience collaborating with important law firms in Italy and abroad, such as: Bonelli Erede in Brussels and Gianni, Origoni, Grippo, Cappelli & Partners in Rome. Afterwards, she started working for the Company and held increasingly important positions: Manager responsible for the Corporate Area within the Department of Legal Affairs of Tamoil Italia S.p.A.; Manager responsible for the Corporate, Compliance, Antitrust and Commercial Contracts areas within the Department of Legal and Corporate Affairs of Bayer S.p.A.; Head of Legal & Compliance Italy and Southern Europe Cluster of Novartis Vaccines and Diagnostics S.r.l.. Currently, she is the Legal Director Central Europe and Italy of Coca-Cola Italia S.r.l.. She has been a member of the Board of Directors of Banca Monte dei Paschi di Siena S.p.A. and a member of the Surveillance Bodies of major companies. She is a current member of the Boards of Directors of Banca Nazionale del Lavoro S.p.A. and of Retelit S.p.A.. Her curriculum was included in the database “1000 Curricula Eccellenti” (1000 excellent curricula) of the Bellisario Foundation which comprises the best curricula of women with excellent professional profiles.

ANTONINO TURICCHI

DIRECTOR

Non-executive – Non-Independent - In office since May 2017

Belonging list: majority (Ministry of Economy and Finance)

Committees:

- Nomination, Governance and Sustainability
- Remuneration

Born in Viterbo on 13 March 1965. Director of Leonardo since 16 May 2017. Graduated in Economics and Trade at Rome La Sapienza University, Master in Economics at Turin University (CORIPE) and a Master in International Finance and Foreign Trade. In 1994 he joined the Italian Treasury official, while in 1999 he was appointed as Public Debt Management Officer in the unit responsible for securitisation transactions and the management of financial operations, on both domestic and international debt. From 2002 to 2009 he was General Manager of Cassa Depositi e Prestiti, managing its transformation from a public institution into a private joint-stock company in 2003. From 2009 to 2011 he filled the position of Executive Manager of Rome City Council, while from July 2011 to December 2016 he filled the position of Country President for Italy in the Alstom Group. From 2016 to 2019 he has served as Senior Executive heading the Finance and Privatisation Department of the Ministry of Economy and Finance. In December 2019 he was appointed Chief Executive Officer of Fintecna S.p.A.. He is also a member of the Board of Directors of Autostrade per l’Italia S.p.A. and of STMicroelectronics Holding. Before this he was a director of Mediocredito in the Friuli region,

Mediocredito in Rome, EUR S.p.A. and Alitalia - CAI (Compagnia Aerea Italiana S.p.A.), as well as a member of the Supervisory Board of Numonyx. He has been a member of the Board of Directors of Banca Monte dei Paschi di Siena S.p.A. since 16 April 2015.