

## Paola Petrone

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### Professional Profile

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I have had significant experience in multinational contexts, in Italy and abroad, and in Italian public companies, covering Managing Director and CEO roles in medium/small size companies and previously a Senior Vice President position reporting to the FCA group CEO with direct accountability over a €1.2 Bln budget. I gained competences in complex management private and public setup (reorganizations, operational efficiency projects, cross-country integration leading international teams, business development in regulated markets, turnaround management and restructuring also under Court control) in different geographies. Specific expertise on all Supply Chain/Operations areas as well in Restructuring and Risk management.

### Professional Experience

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#### **June 2021-now Pfe SpA, Non-executive independent director**

**February 2019-May 2020 Biancamano SpA, Non-executive lead independent director and CEO for a short time** (Company under Court control)

#### **August 2016-now Italgas SpA, Non-executive independent director**

- President of Control, Risk and Related Parties Transactions Committee

#### **2016-2019 Aamps SpA, Non-executive Director and Managing Director**

- Company restructuring due to economic loss (in 2014 and 2015) under Court control
- Definition and implementation of the 5 years business and restructuring plan
- Operational excellence projects

Key achievements:

- Company in profit from 2017
- Restructuring of business processes/organisation

#### **June-October 2015 Seta SpA, Waste Italia Group, Senior advisor to the CEO**

- Definition of the industrial business plan
- Redesign of the key operational processes and organisation to improve the cost structure

#### **2012-2015 Amsa SpA, A2A Group, Managing Director**

##### **Non-executive Director of Bioase (a company partially owned by A2A)**

- Definition of the integration strategy in the A2A Group – Waste Management Business
- Management of a P&L of €380 Mln and a 5-year investment plan of €100 Mln
- Business development at national level through acquisitions and tender participation
- Management of the business with key priorities on operational excellence, innovation and efficiency
- Management of key relationships with regulatory authorities, local institutions and consumer associations

Key achievements:

- Integration of staff functions in the Corporate
- Acquisition of several public tenders
- 10% headcounts savings and profitability increase due to process reengineering

#### **2008-2011 Fiat Chrysler Automobiles SpA:**

**June 2010-September 2011 Supply chain management: Senior Vice President Global Supply Chain, Managing Director and CEO of “I-Fast Automotive Logistics” company (controlled by FIAT Group), and president of “I-Fast Container Logistics” company (controlled by FIAT Group)**

- In charge of an overall budget of €1.2Bln for the overall inbound and outbound logistics worldwide
- Definition and implementation of the Italian and International production plants material flow and of the finished goods distribution plans worldwide
- In charge of the definition and management of the transport and service purchasing contracts
- Definition of the industrial production plans according to the commercial demand, the product mix / brand

requests and production constraints

- Development of a new supply chain organization and processes to sustain the internationalization of the business in Serbia, China, India and Russia
- Management of the Chrysler integration with new definition of processes and supporting information systems
- I-Fast Container Logistics: definition and implementation of a group wide purchasing group for the transport services and rack management (start up planned in September 2011)

Key achievements:

- Integration of all the Supply Chain processes for the management of Jeep and Chrysler products in Europe
- 10% savings vs. budget thanks to a deep reshaping of the inbound/outbound logistics network worldwide
- Improvement of all the economic/management indicators (cash flow reduction, fixed costs reduction, etc.)

### **2008 - June 2010 Supply Chain Management: Global Director for outbound logistics**

**Managing Director of the “I-Fast Automotive Logistics” company (part of FIAT Group),**

**active in the vehicle transportation industry, annual revenue of €40mln, with 165 employees**

- In charge of an overall budget of €700 Mln for vehicle outbound logistics worldwide
- Definition and implementation of a new and optimized distribution network leveraging on intermodal approach
- Definition of actions to improve product Time To Market
- Setup of the Logistics network for Fiat India (Joint Venture with Tata)
- Partnership development with key sector players in Italy and Worldwide
- Managing director of the in-house transportation company “I-Fast” with full accountability on the P&L, and definition of the industrial plan to achieve 20% growth in 3 years with comprehensive strategic plan covering commercial as well as organizational aspects

Key achievements:

- Savings of €30 Mln thanks to the distribution network reorganization
- Standardisation of the operational activities for the distribution
- New agreements with key railway and maritime operators (for a value of over €200 Mln)
- 2008 year-end results of “I-Fast” with positive net operating result, 1 year ahead of plan

### **2003-2008 Trenitalia:**

**2005-2008 Regional Transport Director for Lombardy (Biggest region in Italy)**

- Managed Business Unit: P&L of €330 Mln
- Main spokesperson from the company for managing the relationship with local transportation authorities and regional public administrations
- Definition of the commercial strategy for the regional business (agreements, joint ventures, outsourcing)
- Management of human resources (1500 people) for a service of 1300 trains/day and management of relationship with unions
- In charge of the first public tender for Lombardy (in cooperation with another railway operator)

Key achievements:

- Reorganization of the direct and indirect sales channels with turnover increase (17%) and reduction of distribution cost (15%)
- Overall operating costs reduction (3%), while recovering on all service level indicators with a consequent improvement (6%) in customer satisfaction
- Outsourcing of all non-core operations with a saving (10%) on commercial costs

**2004-2005 Operation manager (Responsible for 8 Maintenance sites)**

- Managed assets: 3725 wagons dedicated for the brands “IC” /” ICN” /” ECN” distributed on 8 maintenance sites for a total of 1800 people
- Definition and implementation of a structured asset monitoring system
- Process reengineering of key site processes (maintenance, cleaning, investments) to increase productivity levels
- Responsible for warehouse management restructuring project to setup a networked stock management approach across the country
- Responsible for the “Logistics Optimisation” project (RSMS – Rolling Stock Management System)
- Responsible for investment projects (managed budget €300 Mln) for the revamping of the fleet to support the product differentiation strategy

Key achievements:

- Improvement of productivity through work shifts reorganization
- Improvement of asset availability (20%) while reducing overall stock levels (30% in value and 20% in category)

- Negotiation of all investment contracts with average saving of 5-10% with same quality level

#### **2003-2004 Plant manager**

- Restructuring of the main Eurostar fleet maintenance site; optimisation and management of the fleet maintenance, cleaning and upgrading processes
- Management of investments in site infrastructures and asset revamping
- Creation of a dashboard for the fleet monitoring on technical, operational and financial dimensions
- Launch of the “T-Biz” brand, the business class offer from Trenitalia

#### **Key achievements:**

- Train’s reliability improvement (50%), fleet availability increase (10%), overall operating costs reduction and personal costs reduction (6%)
- Preparation of the T-Biz product/service for a successful launch of High-speed train

#### **2000-2003 ROLAND BERGER Strategy Consultants, Manager**

- Italian Railway company: Eurostar ETR 500 fleet: production cycle industrial processes redesign oriented to performance recovery of RAM (Reliability, Availability and Maintenance)
- Primary insurance group: Post-Merger Integration - Process integration for “Claim Management” and organization of the new joint function and optimisation of existing processes
- Oil & Gas industry leading company: Redesign of the Headquarter organization, definition of roles and responsibilities between corporate and business unit
- Leading Air Transportation company: Network redesign and optimisation (Inbound and Outbound connections). Scenario planning (route market share and profitability) based on network redesign options (implementation of new schedule and routes)

#### **Key Achievements:**

- Constantly in line with expectations from top management and customers

#### **1996-1998 SIEMENS AG, Div. Automation & Drive Motion Control, Germany**

- Responsible for the logistics management of Italy and France (Turnover €125 Mln)
- Management of Supply Chain optimisation project

#### **1990-1995 SIEMENS S.p.A, Industrial Automation Division,**

- Turnkey solutions Area: Responsible of planning and programming for order management.
- Area marketing and logistics: Responsible for inbound logistics.

### **Personal Information**

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#### **Education:**

- **1999** SDA BOCCONI, Milan: MBA Master of Business Administration "Siemens AG" full scholarship
- **1992** I.U.L.M., Milan: Degree in Foreign Modern Languages and Literatures

#### **Other Professional Courses:**

- **2019** NED COMMUNITY The Effective board
- **2017-18** ASSONIME Induction for board director

**Place and date of Birth:** Milan (I), 29/10/1967