



REPORT ON CORPORATE
GOVERNANCE AND ON THE
OWNERSHIP STRUCTURE

INDEX

1. THE ISSUER'S PROFILE	256
2. INFORMATION ON THE OWNERSHIP STRUCTURE	257
a. Structure of the share capital (as per art. 123 bis TUF, para. 1 letter a)	257
b. Restrictions on share transfers (as per art. 123 bis TUF, para. 1 letter b)	257
c. Relevant stakes (as per art. 123 bis TUF, para. 1 letter c)	257
d. Shares bearing special rights (as per art. 123 bis TUF, para. 1 letter d)	257
e. Stakes held by employees: the voting rights exercise mechanism (art. 123 bis TUF, para. 1 letter e)	257
f. Voting right restrictions (as per art. 123 bis TUF, para. 1 letter f)	257
g. Shareholders' agreements (as per art. 123 bis TUF, para. 1 letter g)	257
h. Change of control clauses (as per art. 123 bis TUF, para. 1 letter h) and statutory provisions on takeover bids (as per articles 104, comma 1-ter, e 104-bis, comma 1)	257
i. Delegations for capital increases pursuant to art. 2443 of the Civil Code or the directors' power to issue financial instruments and authorisation for the purchase of treasury shares (art.123 bis TUF, para. 1 letter m)	257
l. Management and coordination (as per art. 2497 et seq. civil code)	257
3. COMPLIANCE	258
4. BOARD OF DIRECTORS	259
4.1. APPOINTMENT AND REPLACEMENT (art. 123 bis, para.1, letter l), TUF)	259
Director termination of office	
Director replacement	
Majorities required for statutory amendments	
4.2. COMPOSITION (as per art. 123 bis, paragraph 2, letter d), TUF)	260
Diversity policy	
Maximum number of offices simultaneously held in other companies	
Induction Programme	
Succession plans	
4.3. THE ROLE OF THE BoD	261
Operation	
Operational assessment of the Board of Directors and its Committees	
4.4. DELEGATED BODIES	264
Managing Director	
Chairman	
Chairman and Managing Director, Joint Powers	
Informing the Board	
4.5. OTHER EXECUTIVE DIRECTORS	265
4.6. INDEPENDENT DIRECTORS	265
4.7. LEAD INDEPENDENT DIRECTOR	265
5. CORPORATE INFORMATION PROCESSING	266
6. THE BOARD'S INTERNAL COMMITTEES	267
7. APPOINTMENTS AND REMUNERATION COMMITTEE	268
8. DIRECTORS' REMUNERATION	269
Directors' indemnity in the event of revocation, resignation, dismissal or termination of the relationship following a takeover bid (as per art. 123 bis, paragraph 1, letter i), TUF)	

9. CONTROL AND RISKS COMMITTEE	270
10. INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM	271
COMPREHENSIVE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM	271
a) Roles and duties of the various subjects in the Control System	271
b) Risk Management System	271
c) Qualifying elements of the Control System	272
d) Overall assessment of the adequacy of the Control System	273
MAIN FEATURES OF THE EXISTING INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM IN RELATION TO THE FINANCIAL REPORTING PROCESS (art. 123 -bis, paragraph 2, letter b), TUF)	273
Preamble	
DESCRIPTION OF THE MAIN FEATURES OF THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM IN RELATION TO THE FINANCIAL REPORTING PROCESS	273
a) Steps	273
b) Roles and Responsibilities	274
10.1. THE CONTROL SYSTEM DIRECTOR	275
10.2. THE AUDIT FUNCTION MANAGER	275
10.3. ORGANISATIONAL MODEL as per Legislative Decree 231/2001	276
10.4. STATUTORY AUDIT COMPANY	277
10.5 THE FINANCIAL REPORTING OFFICER AND THEIR OTHER CORPORATE ROLES AND FUNCTIONS	277
10.5.1 The Financial Reporting Officer	277
10.5.2 Risk & Compliance Function	277
10.5.3 Post Audit Committee	277
10.6 COORDINATION AMONG SUBJECTS INVOLVED IN THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM	278
11. DIRECTORS' INTERESTS AND RELATED PARTIES TRANSACTIONS	279
12. APPOINTMENT OF THE AUDITORS	280
13. COMPOSITION AND OPERATION OF THE BOARD OF AUDITORS (as per art. 123 bis, paragraph 2, letter d, TUF)	281
14. RELATIONS WITH THE SHAREHOLDERS (as per art. 123 bis, paragraph 2, letter a), TUF)	282
15. SHAREHOLDERS' MEETINGS (as per art. 123 bis, paragraph 2, letter c, TUF)	283
16. OTHER CORPORATE GOVERNANCE PRACTICES (as per art. 123 bis, paragraph 2, letter a), TUF)	285
17. CHANGES SINCE THE CLOSURE OF THE FINANCIAL YEAR	286
TABLES	287
Table 1: Information on the ownership structure	287
Table 2: Structure of the Board of Directors and Committees as at 31/12/2017	288
Table 3: Structure of the Board of Auditors as at 31/12/2017	290
Schedule 1. Composition of the Acea Board of Directors and offices held by the Directors in other companies as at 31/12/2017	291

1. THE ISSUER'S PROFILE

Acea, a company listed on the online stock market organised and managed by Borsa Italiana Spa since 1999, is a leading Italian multi-utility company that has been operating for more than a century in the sectors of energy (from the generation, distribution and sale of electricity and gas to the management of public lighting), integrated water services (from capture and distribution to purification) and environmental services (the treatment and economic management of waste).

Always sensitive to the principles of corporate social responsibility, Acea conceives its economic activities in the context of the principle of sustainable development, a development idea according to which the requirements of economic efficiency and legitimate profit must be consistent with environmental protection and social development.

In adopting the choice of sustainability, Acea integrates the goal of customer satisfaction with that of creating value for the shareholders, at the same time paying attention to the needs of society and respecting the environment; it takes avail of the professional skills of its employees and enhances management responsibility in the achievement of the Company's objectives.

According to the most recent data, to date the Acea Group is the leading national operator in the water sector for inhabitants served, the second Italian operator for the distribution of electricity to users (the third for volumes distributed), the third operator for energy volumes sold to end users, and the sixth national operator in Waste-to-Energy in the environmental sector.

This report illustrates the corporate governance system adopted by Acea SpA which is based on a series of principles, rules and procedures, in line with the criteria indicated in the Self-Regulatory Code of listed companies promoted by Borsa Italiana, and inspired

by the applicable recommendations issued by CONSOB and, more in general, according to international best practice.

The corporate governance system adopted by Acea is essentially aimed at creating value for the shareholders over the medium-long term, in the awareness of the social relevance of the activities in which the Group is engaged and of the consequent need to adequately consider, in the exercise of the governance system, all the interests involved.

Acea's corporate governance structure is based on the traditional organisational model, and comprises the following bodies: the Shareholders' Meeting, the Board of Directors (assisted by the Board's internal committees), the Board of Statutory Auditors and the external Auditing Firm.

Without prejudice to the competence of the Shareholders' Meeting, the strategic management of the Company is entrusted to the Board of Directors, the hub of the organisational system, and the supervisory duties are entrusted to the Board of Statutory Auditors, a body vested with autonomous authority and powers and appointed on the basis of requisites of professional skill, integrity and independence, as defined by law.

The statutory audit of the accounts is assigned, pursuant to law, to a specialist auditing firm listed on the specific register of qualified auditors, appointed by the Shareholders' Meeting by proposal of the Board of Directors subject to a Recommendation drawn up by the Board of Auditors.

The information contained herein refers to financial year 2017 and, in relation to specific subjects, it is updated as at 14/03/2018, the date of the Board of Directors' meeting which approved this Report, the text of which is published at www.acea.it, in the "Corporate Governance" section.

2. INFORMATION ON THE OWNERSHIP STRUCTURE (art. 123 bis TUF, para. 1)

a) Structure of the share capital (as per art. 123 bis TUF, para. 1 letter a)

The Company's capital, equal to € 1,098,898,884.00, entirely underwritten and paid up, is divided into 212,964,900 ordinary shares with a par value of € 5.16 each, listed on the online stock market organised and managed by Borsa Italiana (see Table 1). There are no shares with limited voting rights or without voting rights, except 416,993 treasury shares for which the voting right is suspended in accordance with art. 2357-ter of the Civil Code.

b) Restrictions on share transfers (as per art. 123 bis TUF, para. 1 letter b)

There are no restrictions on share transfers except for individual constraints of the single shareholders.

c) Relevant stakes (as per art. 123 bis TUF, para. 1 letter c)

Relevant stakes, held directly or indirectly, pursuant to art. 120 of the TUF, according to the information published on 14/03/2018 on the CONSOB website and the communications made in compliance with the same article, are listed in Table 1.

d) Shares bearing special rights (as per art. 123 bis TUF, para. 1 letter d)

No shares bearing special controlling rights have been issued.

e) Stakes held by employees: the voting rights exercise mechanism (art. 123 bis TUF, para. 1 letter e)

In compliance with the aforementioned art. 13 of the Articles of Association, to facilitate the collection of proxies from shareholders employees of the Company, its subsidiaries and affiliates and shareholders' associations, with the requisites contemplated by the related provisions in force, specific spaces are made available for the communication and collection of the proxies.

f) Voting right restrictions (as per art. 123 bis TUF, para. 1 letter f)

Under art. 6 of the Articles of Association, with the sole exception of Roma Capitale, any shareholder whose stake exceeds 8% of the share capital must be disclosed to the Company. This limit is considered as reached, in both direct and indirect terms, as specified in more detail in paragraphs 2 and 3 of the said article and as described in the chapter "Shareholders' Meetings" of this Report. In the case of breach of this rule, the exercise of the vote for the shares exceeding the said limit will be forbidden and, in the case of a resolution by a determining vote deriving from the shares exceeding said limit, the resolution may be challenged.

g) Shareholders' agreements (as per art. 123 bis TUF, para. 1 letter g)

The Company is not aware of any shareholders' agreements of any kind, as contemplated under art. 122 of the TUF, or of any special powers of veto or of any other extraordinary influence on the decisions that are not direct expressions of the shares held.

h) Change of control clauses (as per art. 123 bis TUF, para. 1 letter h) and statutory provisions on takeover bids (as per articles 104, comma 1-ter, e 104-bis, comma 1)

Acea has entered into important agreements that take effect or

which are nullified in the case of a change of control of the contracting company. The following are the significant ongoing agreements in which change of control implies a negotiation:

- Loan totalling an initial € 100 million from the CDP;
- Long term loan totalling an initial € 200 million from the European Investment Bank (water segment);
- Long term loan totalling € 100 million from the European Investment Bank in favour of Acea SpA (Network Efficiency);
- Long term loan totalling an initial € 200 million from the European Investment Bank in favour of Acea SpA (Water II segment);
- Long term loan totalling an initial € 200 million from the European Investment Bank in favour of Acea SpA (Network Efficiency III).

With regard to takeovers, the Company's Articles of Association do not waive the provisions of art. 104, paragraphs 1 and 1-bis, of the TUF, nor are neutralisation rules, provided under art. 104-bis of the TUF.

i) Delegations for capital increases pursuant to art. 2443 of the Civil Code or the directors' power to issue financial instruments and authorisation for the purchase of treasury shares (art. 123 bis TUF, para. 1 letter m)

As at 31/12/2017 and also at the date of this Report, the Board of Directors has not been delegated to increase the share capital or to buy treasury shares.

In fact, as mentioned above, the Company currently holds 416,993 treasury shares for which the voting right is suspended in accordance with art. 2357-ter of the Civil Code, which are the remaining treasury shares authorised by an Ordinary Shareholders' Meeting resolution of 23 October 1999, amended by an Ordinary Shareholders' Meeting resolution of 29 April 2000, renewed by an Ordinary Shareholders' Meeting resolution of 31 October 2001 and with the additions inserted by an Ordinary Shareholders' Meeting resolution of 30 April 2002.

l) Management and coordination (as per art. 2497 et seq. civil code)

Arts. 2497 and following of the Civil Code are not applicable inasmuch as Acea autonomously defines its strategic policies and has full organisational, managerial and negotiating independence, not being subject to the governance and coordination of another subject.

We point out that:

- the information required by art. 123-bis, paragraph 1, letter i) ("agreements between the Company and the directors ... which provide for indemnity in the case of resignation or unfair dismissal or if their professional relationship ceases subsequent to a takeover") is contained in the remuneration report published in accordance with art. 123-ter of the TUF;
- the information requested by article 123-bis, paragraph 1, letter l) ("rules applicable to the replacement of directors ... and to amendments to the articles of association, if different from and additional to the applicable legislative and regulatory provisions") are illustrated in the section of this Report on the Board of Directors (Par. 4.1).

3. COMPLIANCE (as per art. 123 bis, paragraph 2, letter a), TUF)

Acea constantly applies the prescriptions of the Self-Regulatory Code (hereinafter the “Code”), which contains an articulated series of recommendations relating to the methods and rules for the governance and control of listed companies.

Notwithstanding the fact that the adoption of the principles contained in the Code does not imply any legal obligation, Acea has adhered to the Code since 2001 and to all the amendments and additions subsequently approved, up to the most recent of July 2015, by the Corporate Governance Committee of Borsa Italiana. The complete text of the Self-Regulatory Code is available to the public at <http://www.borsaitaliana.it/comitato-corporate-govern->

[ance/codice/2015clean.pdf](#), the website of Borsa Italiana.

The company provides information annually on its governance system and on its adhesion to the Code by means of a Report, drawn up also pursuant to art. 123-bis of the TUF, which shows the degree of adhesion to the principles and application criteria established by the Code itself and to international best practices.

The yearly Report is made available to the Shareholders, together with the documentation required for the Shareholders’ Meeting called to approve the financial statements, and it is also immediately published on the Company’s Internet site (www.acea.it) in the “Corporate Governance” section.

4. BOARD OF DIRECTORS

4.1 APPOINTMENT AND REPLACEMENT (art. 123 bis, para.1, letter I), TUF)

Directors are appointed and replaced in compliance with the laws in force, as adopted and integrated, within the limits allowed, by the provisions of the Articles of Association, drawn up in adherence and conformity to the provisions of the listed companies' Self-Regulatory Code. According to the provisions of the Company's Articles of Association, the Board of Directors is composed of no less than five and no more than nine members, appointed by the Ordinary Shareholders' Meeting (which determines the number within those limits) for a term no longer than three financial years and they may be re-elected on expiry of their mandate.

Directorships can only be held by those with the requisites laid down by law and by the regulatory provisions.

Directors are elected as described in art. 15.1 of the Articles of Association, which establishes that:

- there must be a gender balance in the composition of the Board of Directors, as disciplined by law;
- the directors are elected on the basis of lists, each of which contains as many candidates, each indicated by a progressive number, as the number of directors to be elected, and each list must have at least two candidates qualified as independent as contemplated by law, one of which must be first or second on the list and the other must be within the first four on the list;
- the election is carried out as follows:

"A. from the list that has obtained the majority of votes (hereinafter, for brevity, the "Majority List"), half plus one of the directors to be elected, rounded down to the nearest whole number in the case of a fractioned number, will be chosen in the progressive order in which they are placed on the said list;

B. without prejudice to the rulings of law and the provisions of the Articles of Association on the limits to the connection with the Majority List, the remaining directors will be taken from the other lists. For this purpose, the votes obtained by the said lists will be divided, within the sphere of each list, by 1, 2, 4 and 8 and so on, up to the number of directors to be elected. The ratios thus obtained will be progressively assigned to the candidates of said lists, according to progressive order by which they are indicated. The ratios thus attributed to the candidates of the various lists will be placed in a single classification in decreasing order. Those with the highest ratios will be elected.

If several candidates have obtained the same ratio, the candidate elected will be that on the list of which no director is otherwise elected or the list with the lowest number of elected directors.

If no director is elected from such lists or if the same number of directors is elected from such lists, the candidate elected will be the one that has obtained the highest number of votes. In the case of parity between the list votes and of parity of ratios, the entire Shareholders' Meeting will vote again and the candidate with the simple majority of votes will be elected.

In any case, if a correctly drawn up list is presented in addition to the Majority List, the candidates of such a list will be elected according to the order of presentation".

The adopted election mechanism guarantees that at least one director represents the minorities and that the legally required minimum number of independent directors is elected (one in the case of a Board of Directors with no more than seven members, two if there are more than seven members) in compliance with art. 147-ter, paragraph 4, of the TUF.

The lists must be presented twenty-five days before the date

scheduled for the first meeting, by shareholders that, alone or with other shareholders, represent the minimum participation in the share capital established by CONSOB resolution, which corresponds to that established by the Articles of Association (in the light of the market capitalisation of the Acea shares, on the date of this Report the required minimum is 1% of the share capital).

No candidate may be on more than one list and no shareholder may vote for more than one list. The lists of candidates are filed at the Company's head office and they are also disclosed by publication, by the Company and at this latter's expense, in three national daily newspapers.

Director termination of office:

Pursuant to art. 15.3 of the Articles of Association: *"If a director appointed on the basis of the above-mentioned list vote leaves office, the Board of Directors will provide for his replacement by the co-option, in accordance with art. 2386 of the Civil Code, with the first candidate not elected on the list on which the outgoing director was a candidate, in respect of the legal provisions on gender balance, or, if that list has no more candidates, with the first of the non-elected candidates regardless of the relative list; however, if the outgoing director is not on the Majority List, the absence of connection with the Majority List must be respected. If the outgoing director had the requisites of independence and/or belonged to the less represented gender and the number of independent directors and/or those of the less represented gender consequently fall below the minimum number required by law, the first non-elected candidate of the list of the outgoing director with the requisites of independence required by law and/or of the less represented gender will be appointed. Directors thus appointed will remain in office until the next Shareholders' Meeting."*

Director replacement:

Pursuant to art. 15.4 of the Articles of Association: *"If a director leaves office during the financial period, the Shareholders' Meeting, by a relative majority vote, will elect his replacement, as far as possible in respect of the rules in force on independence and gender balance, from the non-elected candidates on the same list as that of the outgoing director. The newly appointed director must have provided, at least ten days before the date scheduled for the Meeting, written confirmation of his candidature as well as the declarations that no reasons exist for his ineligibility or incompatibility and that he holds the requisites prescribed for the office by the laws in force and the Articles of Association.*

If this replacement procedure is not possible, a resolution must be passed by a relative majority vote, always in respect of the representation of the minorities and the minimum number of independent directors.

A director thus appointed will remain in office until the expiry of the term of office of the other directors.

If, for any reason, the number of Board Directors falls below half the established number, the entire Board of Directors will fall from office and the Shareholders' Meeting must be summoned immediately for its reconstitution. However the Board of Directors will remain in office for the execution of acts of ordinary administration until the Shareholders' Meeting has resolved on its renewal and until at least half of the new directors have accepted their appointment."

Majorities required for statutory amendments

With reference to amendments to the Articles of Association, the Extraordinary Shareholders' Meeting, in compliance with art. 12 of the Articles of Association, will adopt the necessary resolutions with the majorities required by law.

4.2 COMPOSITION (as per art. 123 bis, paragraph 2, letter d, TUF)

Pursuant to art. 15.1 of the Articles of Association, the Company is governed by a Board of Directors composed of at least five and no more than nine members appointed by the Ordinary Shareholders' Meeting which determines the number within those limits.

The Shareholders' Meeting held on 27 April 2017 resolved that the number of Directors should be nine, it appointed the Board of Directors and the Chairman and it resolved that the term of office should be three financial periods and, in any case, until the Shareholders' Meeting that shall be called to approve the Financial Statements relating to financial year 2019.

Therefore as of 31 December 2017 and to date, the Board of Directors is formed as follows: Luca Alfredo Lanzalone (Chairman), Stefano Antonio Donnarumma (Managing Director), Michaela Castelli, Gabriella Chiellino, Liliana Godino, Alessandro Caltagirone, Massimiliano Capece Minutolo Del Sasso, Fabrice Rossignol and Giovanni Giani.

Of the above directors in office, 2 are executive directors (the Chairman and the Managing Director), to whom the Board of Directors has delegated individual managerial powers, whereas the remaining 7 are non-executive directors without individual management powers.

Some information of a personal and professional nature on the directors in office is given below:

Luca Alfredo Lanzalone: born in Genoa on 11 August 1969, he graduated in Law "*summa cum laude*" and worthy of publication at Genoa University on 3 November 1992 with the thesis "*Chapter 11 - The Reorganization in the United States Bankruptcy Act*". Authorised to exercise the profession of lawyer, he is registered in the Register of Lawyers of the Court of Genoa as well as the Register of legal representatives in the Court of Cassation and before the High Courts. He is one of the founding partners of the Lanzalone & Partners law firm (having its head office in Genoa and secondary offices in Lodi, Milan, Miami and New York), in which his main activity is as an advisor and legal assistance for companies and public entities on corporate matters, the organisation of local public services, privatisation and extraordinary merger, demerger and acquisition transactions, as well as relations with the regulation and control Authorities for the energy, banking and financial market. He taught Bankruptcy Law and European Commercial Law at Genoa University and is the author of several publications on the matter. It was a member of the board of directors of various companies operating in the energy, financial intermediation, port infrastructures and mechanical sectors.

Appointed on the basis of list no. 1 presented by Roma Capitale (containing: no. 1 Luca Alfredo Lanzalone, no. 2 Michaela Castelli, no. 3 Stefano Antonio Donnarumma, no. 4 Gabriella Chiellino, no. 5 Liliana Godino, no. 6 Marco Di Gregorio, no. 7 Maria Verbena Sterpetti, no. 8 Annaluce Licheri); the related proposal for appointment obtained the favourable vote of 73.2743% of the voters.

Stefano Antonio Donnarumma: born in Milan on 29/10/1967, graduated in Mechanical Engineering with top marks. Considerable experience in the sector of vehicle and rail component production, he has worked for important international groups such as TMD Friction, Bombardier Transportation and Alstom. From 2007 he moved to the public service management infrastructure management sector, joining the Acea group for which he covered the position of operational Chairman of Acea Distribuzione (electricity networks) and director of ATO2 (water networks) until August 2012. He then moved to Gruppo Aeroporti di Roma (later incorporated into the ATLANTIA group) with the role of Airport Management and Accountable Manager of Fiumicino and Ciampino Air-

ports and Chairman of the ADR Assistance company. In May 2015 he joined the A2A group in Milan, taking the position of Networks and Heat Director (managing all the companies in the group interested in the distribution of gas, electricity, water, remote heating, public lighting); in the period he is Chairman of Unareti SpA, A2A Calore e Servizi Srl, A2A Ciclo Idrico SpA and director of Gruppo LGH SpA.

Appointed on the basis of list no. 1 presented by the aforementioned Roma Capitale.

Michaela Castelli: born in Rome on 07/09/1970, she graduated in Law, a lawyer specialised in financial Law at the "L. Bocconi" University in Milan.

She worked at Borsa Italiana SpA where he was engaged, in close collaboration with the Supervisory Authority (CONSOB), in assisting listed issuers regarding extraordinary transactions and price sensitive, compliance and corporate governance disclosure.

She is an expert in matters of organisation and corporate compliance, internal controls and normative 231/01. He currently holds positions governing and control bodies of listed and unlisted companies.

Appointed on the basis of list no. 1 presented by the aforementioned Roma Capitale.

Gabriella Chiellino: born in Pordenone on 21/03/1970, she graduated in Environmental Science at Cà Foscari University in Venice in 1994. She has worked in the field of sustainability for over 20 years, covering various roles in the university context, teaching scientific subjects regarding environmental and energy management in companies. She was a member of various scientific technical committees in the public and private sector, also coordinating international events on matters linked to sustainability (water, waste, smart city). 15 years ago she founded an environmental and energy engineering company, of which she now chairs the BoD, which operates in Italy and overseas. As an expert of corporate Sustainability Governance, she steers and coordinates various Corporate Sustainability Committees. She is the author of various publications and articles on environmental and ethical matters and is a lecturer in various university courses.

Appointed on the basis of list no. 1 presented by the aforementioned Roma Capitale.

Liliana Godino: born in Genoa on 8/4/1962, she completed her education at *l'Haute Ecole du Commerce* in Paris, specialising in "Corporate Economy and Marketing". She is the General Affairs and Organisation Director of Baglietto Srl, which produces certified steel for global ship building sites. She was the Purchases and Logistics Director of Grandi Navi veloci SpA. She spent 18 years in Danone SA, a global agro-foodstuff company, first in consumer marketing with experience and national and international level and then in procurement, her last role being the Worldwide Sourcing Director for Packaging at the Headquarters. She was a member of the Board of Directors of the International School in Genoa.

Appointed on the basis of list no. 1 presented by the aforementioned Roma Capitale.

Alessandro Caltagirone: born in Rome on 27/12/1969, he graduated in Economics and Commerce at La Sapienza University in Rome. He is current a Board Member in many companies amongst which: Unicredit SpA, Il Messaggero SpA, Cementir Holding SpA, Caltagirone SpA as well as Vice Chairman of the Board of Directors of Alborg Portland Holding A/S.

Appointed on the basis of list no. 2 presented by Fincal SpA, as at the date of the Shareholders' Meeting of appointment, he held 2.676% of the share capital (containing no. 1 Alessandro Caltagirone, no. 2 Massimiliano Capece Minutolo Del Sasso, no. 3 Azzur-

ra Caltagirone, no. 4 Mario Delfini, no. 5 Tatiana Caltagirone, no. 6 Albino Majore, no. 7 Annalisa Mariani) he obtained the favourable vote of 12.8175% of the voters.

Massimiliano Capece Minutolo Del Sasso: born on 07/04/1968, registered in the register of Engineers of Rome since 1992. Vast experience in the real estate and infrastructure sector with competencies in design, development and management of large urban and construction projects. Currently Manager of Vianini Lavori SpA. and Board Member in several companies, including G.S. Immobiliare SpA, Vianini SpA and Fincal SpA. Appointed on the basis of list no. 2 presented by the aforementioned Fincal SpA.

Fabrice Rossignol: born in Boulogne-Billancourt on 02/08/1964. He was Additional General Manager of Suez Central Europe, Mediterranean, Africa, Middle East, general Manager of Suez *Recyclage et Valorisation* France. Since January 2017, the General Manager of Suez Italy, Central and Eastern Europe and CEL, as well as Chairman of Suez Italy since March 2017. Appointed on the basis of list no. 3 presented by Suez Italia SpA, as at the date of the Shareholders' Meeting of appointment, he held 12.483% of the share capital (containing no. 1 Fabrice Rossignol, no. 2 Giovanni Giani, no. 3 Diane Galbe, no. 4 Mauro Alfieri, no. 5 Massimo Lamperti, no. 6 Francesca Menabuoni, no. 7 Marica Lazzarin, no. 8 Diego Colmegna, no. 9 Susanna Mancini) and obtained the favourable vote of 13.7804% of the voters.

Giovanni Giani: born in Lecco on 14 January 1950, engineer, manager with vast international experience in business development and the management of companies in the sector of services for society as a whole and in the industrial sector, and expert in international industrial relations. At present he holds the office of Managing Director of Suez Italia SpA, the Italian holding company of the Suez Group. He was appointed on the basis of list no. 3 presented by the aforementioned Suez Italia SpA.

Diversity Policy

The Acea SpA Shareholders' Meeting punctually implemented law 120/2011 regarding equal access to governing and control bodies of companies listed in regulated markets, appointing board members of different genders (currently one third woman and two thirds men). In the subsidiary companies, Acea SpA also ensures the appointments of governing and control bodies again in respect of gender numbers. Moreover, in compliance with the principles expressed in the Code of Ethics, Acea promoted a culture of equal opportunities and management and valorisation of diversity by means of implementing a Charter for Diversity Management and the establishment of a dedicated Diversity Committee, pursuing a diversified approach to the management of human resources, aimed at creating an inclusive working environment able to favour the expression of individual potential and to use it as strategic leverage for the purposes of the company. The Diversity Committee is chaired by the Chairman of the BoD who delegated such function to the Chairman of the Ethics and Sustainability Committee.

Maximum number of offices simultaneously held in other companies

The Board of Directors, at its meeting of 23 March 2011, with the favourable opinion of the Internal Control Committee, resolved that Board Directors could not hold more than 10 offices in listed companies, including that held in Acea, to assure maximum possibility of fulfilling their mandates. The nature of the office held by the Directors is such as to require them to be able to dedicate all the time necessary, and the type

and number of the other offices held by the Directors at present in office makes it possible for them to perform their duties in the best possible manner.

All the Directors in office, already when the lists were filed and, later, on their acceptance of their mandate, specified the offices that they held in other companies listed on regulated markets (also abroad), in financial, banking and insurance companies and in companies of relevant dimensions.

On the basis of the updated communications received by the Company in implementation of the resolutions passed, all the Directors, at 14/03/2018, cover a number of roles compatible with the guidelines laid down by the Board itself.

Schedule 1, at the foot of this Report, lists the offices held by the Directors and Statutory Auditors in other companies listed on regulated markets, also abroad, in financial, banking and insurance companies and companies of relevant dimensions.

Induction Programme

Acea deemed it appropriate to organise initiatives aimed at providing the Directors and Auditors with adequate knowledge of the sector in which the Company operates, corporate dynamics and their evolution, as well as the regulatory and self-regulatory framework, as provided under art. 2 paragraph 2 of the Self-Governance Code.

By initiative of the Chairman, in agreement with the Managing Director, after the appointment, the Acea Directors, also during internal board Committee meetings, participated in meetings with the Corporate management, which were also attended by the members of the Board of Auditors. In particular, during 2017 the Company organised presentations of the activities and organisation of Acea by the top management in relation to presenting the new Macrostructure and introducing the first line managers.

In July 2017 the Company also organised a meeting dedicated to an in-depth examination of the topics of corporate responsibility pursuant to Legislative Decree no. 231/2001.

Lastly, in October an induction session was dedicated to further exploration of the most recent development in the main topics of sustainability (ESG). The activity was managed by an expert lecturer on the matter.

The Directors are kept constantly informed by the competent corporate functions regarding the main legislative and regulatory novelties concerning the Company and the exercise of their functions.

Succession plans

The Board of Directors, in consideration of the procedures for the appointment of the executive directors, who represent the major shareholder, and the assessments expressed by the latter, has deemed it unnecessary to develop a succession plan for the said directors. If an executive director leaves office, the Board of Directors may co-opt a new director in their place and determine the powers to be vested on the latter. The first appropriate Shareholders' Meeting will then provide for their successive inclusion on the Board of Directors.

4.3 THE ROLE OF THE BoD

The Company's Board of Directors holds a central role in the sphere of the Company's governance, and all the departments and the managers of the Company and of the Group with strategic and organisational responsibilities (Key Managers) report to the Board of Directors.

Taking its role into account, the Board of Directors meets regularly, to guarantee the effective performance of its duties.

More specifically, reserved to the Board of Directors, pursuant to law, the Articles of Association and the guidelines of the Internal Control and Risk Management System (hereinafter "Guidelines")

approved on 20 December 2012 and updated on 15 February 2018, are the duties listed below:

- define strategic and general management guidelines and steer the Company's development; economic-financial coordination of the Group's activities by approving medium-term strategic plans which incorporate the Group's development guidelines, the investment plan, the financial plan and the annual budgets; the acquisition and disposal of stakes, excluding infra-group operations;
- by proposal of the Control and Risks Committee, define the guidelines of the SCIGR so that the main risks concerning Acea and its subsidiaries - including the various risks that can become relevant in the light of sustainability over the medium-long term period - are correctly identified and adequately measured, managed and monitored, also determining the degree of compatibility of such risks with a business management consistent with the strategic targets identified;
- define, furthermore, the nature and level of risk compatible with the identified strategic objectives;
- approve and amend the internal regulations as far as concerning the general organisational structure of the Company and of the Group, and any amendments to the same that have a significant influence on the Group's organisation;
- appoint the General Manager, where applicable;
- define the corporate governance system and provide for the constitution, within the Board of Directors itself, of specific Committees, appointing the relative members and attributing powers to the same on the occasion of the approval of their respective functioning regulations;
- adopt an Organisational and Management Model as per Legislative Decree no. 231/2001, appoint the Supervisory Body and examine the half-yearly reports drawn up by the Supervisory Body concerning the implementation of the Model;
- designate the directors and statutory auditors for Acea representation on the relative boards of its most significant subsidiaries and investee companies, understood as those listed on regulated markets and those that require the commitment of capital, shareholders' loans or guarantees exceeding 10 million Euros;
- attribute and revoke delegations to the delegated directors, defining the limits and procedures of their exercise;
- reserve and exercise powers for amounts exceeding 7.5 million Euros for Acea and its subsidiaries, if in line with the budget, and above 1 million Euros for off-budget expenditure;
- determine, by proposal of the specific Committee and after consulting the Board of Auditors, the remuneration for the Chairman, Managing Director and other directors vested with special roles, with the exception of cases in which the latter has been approved by the Appointments and remuneration Committee;
- define the Guidelines, after consultation with the Control and Risks Committee (hereinafter also CRC), whose duties are illustrated in Chapter 10, so that the main risks to which Acea and the major companies of the Group are correctly identified and adequately measured, managed and monitored;
- assess the adequacy of the organisational, administrative and accounting framework of Acea and of its subsidiaries with strategic relevance, especially as regards the Internal Control and Risk Management System (hereinafter also the "SCIGR");
- assess the general business performance (art. 2381 of the Civil Code) taking into consideration, in particular, the information received from the delegated bodies, periodically comparing the results achieved with those programmed;
- appoint and revoke:
 - the Internal Audit Function Manager, subject to the favourable opinion of the CRC and by proposal of the Di-

rector responsible for the Internal Control and Risk Management System, and having consulted with the Board of Auditors, making sure that said Department is provided with adequate resources for the performance of its duties and defining the remuneration consistent with Company policies;

- a Financial Reporting Officer, unless already provided for by the Shareholders' Meeting, by the favourable opinion of the Board of Statutory Auditors (pursuant to art. 22-ter of the Articles of Association), ensuring the adequacy of his powers and means for the performance of his duties;
- approve the Audit Department Manager's work plan on an annual basis, having consulted with the Board of Auditors and the SCIGR appointed Director;
- having consulted with the Board of Statutory Auditors, assess the results illustrated by the independent auditor in the case of suggestions, that said Board may express in a letter or in its report, on fundamental issues that have come to light during the audit of the accounts;
- assess, at least once every year, the adequacy of the SCIGR in consideration of the Company's characteristics and risk profile and describe the main characteristics thereof in the Report on Corporate Governance, expressing its own assessment of the adequacy of the same, after hearing the opinion of the Control and Risks Committee;
- establish corporate measures of protection for the processing of personal or sensitive data by third parties (as per Legislative Decree 196/2003);
- adopt the procedures necessary to protect workers' health and appoint the subjects responsible for ensuring safety in the workplace;
- make all efforts to establish continuous dialogue with the shareholders based on the comprehension of the reciprocal roles;
- promote initiatives aimed at fostering shareholders' maximum participation at the Shareholders' Meetings and to facilitate the shareholders in the exercise of their rights;
- adopt, by proposal of the Managing Director, the procedures for the internal management and the external disclosure of documents and information regarding the company, especially "price sensitive" information and those relating to transactions in financial instruments carried out by persons who, due to their office, have access to relevant information;
- carry out self-assessment at least once a year on the functioning of the Board itself and of its Committees, and on their size and composition;
- assess, at least once a year, the independence of its non-executive members.

The Board of Directors has fulfilled the aforesaid duties, amongst others:

- during financial year 2017, it assessed the general business trend on the occasion of the financial reporting (the draft financial statements of the period as at 31/12/16; the six-monthly interim financial report; the interim management reports on the 1st and 3rd quarters of the period), taking into consideration, in particular, the information received from the delegated bodies, and periodically comparing the results achieved with those programmed;
- in compliance with the recommendations of the Self-Governance Code and in view of the renewals of the corporate bodies, subject to the opinion of the Appointments and remuneration Committee and having considered the outcomes of the self-assessment, it elaborated its orientation regarding the qualitative-quantitative dimension of the governing body, also with particular reference to the figure of the Chairman and

Managing Director, which it submitted to the Shareholders' Meeting of 27 April 2017;

- resolved on the organisational amendments to the Macro-structure of Acea Spa;
- initiated a comprehensive review of the Internal Control and Risk Management System, having the purpose of strengthening efficacy and efficiency also by means of identifying new subjects and coordination procedures between the various players and control levels;
- approved the new Regulations for the Control and Risks Committee and the Ethics and Sustainability Committee in December 2017;
- in November, approved the Gruppo Acea Business Plan 2018-2022, a plan of notable discontinuity which envisages a decisive enhancement of the infrastructural investments, both in the water segment and the electricity segment;
- approved, during February 2018, the new Guidelines for the Internal Control and Risk Management System of Gruppo Acea.

On 14/03/2018, the Board of Directors:

- assessed the adequacy of the Internal Control and Risks Management System and the adequacy of the Company's organisational, administrative and accounting framework and that of its strategically relevant subsidiaries, deeming the Acea Control System, as a whole, to be suitable for the pursuit of the Company's objectives;
- as an integral part of the aforesaid assessment process, carried out self-evaluation of the composition and functioning of the Board of Directors itself and of its internal Committees. Said evaluation regarded the Board of Directors' independence, structure and composition, the functioning of the Board and of its Committees, and the information flows received by the Board and its Committees in the performance of their duties. For the execution of the assessment tasks, the Board of Directors took avail of a company specialised in the sector, as explained below.

Operation

The Board of Directors meets regularly, in compliance with the terms of law and a works calendar, organising itself and operating in order to guarantee the effective and efficient execution of its functions.

In 2017 the Board of Directors held 14 meetings, lasting on average approximately 2 hours 4 minutes each, regularly attended by the Board Directors and the Statutory Auditors.

The attendance of each Directors at the Board of Directors' meetings is detailed in Table no. 2.

For the year 2018, 4 Board of Directors' meetings have been scheduled, and disclosed to the market, for the approval of the financial reports of the period. So far, 3 meetings have been held, including today's meeting.

The Board of Directors has operated according to Works Regulations in force since 22 April 2003 which regulate the procedures for guaranteeing the timeliness and completeness of the pre-meeting information; they require that resolution proposals and information are received, together with all the useful documentation approved by the Managers responsible for the specific issues, at least 10 calendar days before the date of the meeting, to the Company's administrative office which will submit them, without delay, to the Managing Director for his approval, for the purpose of defining the draft Agenda.

The corporate secretariat submits the resolution proposals and the related information, together with the draft agenda approved by the Managing Director to the Chairman of the Board at least 6 days before the Board meeting.

The Chairman finalises the Agenda, also inserting proposals and items of his competence, which is then transmitted, at least 3 days

before that of the meeting, to the single Directors and Statutory Auditors, together with all the documentation prepared by the Company's departments.

The meetings have been regularly attended by the Directors and by the Statutory Auditors.

During 2017 the managers of the Company and of its subsidiaries with responsibility for the various items on the agendas were regularly invited to the Board of Directors meetings and, on the Managing Director's invitation, they gave the necessary information on the topics under discussion, leaving the meeting when the Board of Directors was about to vote on the relative resolutions.

Operational assessment of the Board of Directors and its Committees

The Board of Directors, according to the application criterion of 1.C. 1 letter g) of the Self-Regulatory Code, must assess its own dimension, composition and functioning and those of its Committees ("board review") at least once a year, autonomously or with the assistance of an independent external advisor.

Acea has entrusted the execution of the Board Review, for a three-year term, to the advisor Eric Salmon & Partners, a leading consultancy company with years of expertise in the field, which holds the necessary requisites of independence and which has no other Acea mandates.

The activity carried out by the advisor consisted in assessing the Board of Directors according to international best practices; in particular, all the areas of the Board of Directors' competence have been assessed.

The evaluation of the Board of Directors regarded, in addition to the level of its adhesion to the principles and conduct defined by the Board of Directors' Regulations and by the Self-Regulatory Code, benchmarking in respect of the best practices found on the Italian and foreign markets.

The process followed for the assessment is fundamentally based on hearing the various individual opinions, through interviews carried out both with the aid of a questionnaire and with open discussions with the single Directors and with the Chairman of the Board of Statutory Auditors, subsequently processed by the advisor.

The questions of the questionnaire and the interviews with the Directors focused on the various aspects of the functioning of the Board of Directors and of the Committees, such as:

- The efficacy of the Board;
- The working method, cohesion and interaction of the Board;
- The organisation of the Board's work;
- The role and responsibilities of the Directors;
- The function of the Committees;
- The composition of the Board;
- The dimension and composition of the Committees
- The Board of Director's Committees;
- The dynamics of the Board.

In the meeting of the Appointments and remuneration Committee held on 9/3/2018, Eric Salmon & Partners presented the results of the assessment carried out for the first year of the mandate of the Board in office; in particular, the advisor reached the following conclusions on the basis of the collected comments and completed comparative analysis:

"On the basis of the collected comments and the comparative analysis, we express a positive opinion of compliance on the part of Acea with the indications of the Self-Governance Code during the first year of the mandate of the said Board in office.

In its first year of mandate, the Board has shown a solid governance base and has benefitted from the effective collaboration of the supporting structures.

Emerging from the work carried out, in brief, are, amongst others, homogeneous opinions and positive appraisals between the Directors and

the Board of Auditors with regard to:

- The well balanced structure of the Board and its excellent mix in terms of competence, experience, diversity and seniority;
- The positive assessment, also in terms of homogeneity, as regards commitment, dedication and participation of all the Directors to the Board's work;
- The operational dynamics of the Board which are good as a whole, particularly in consideration of its very recent establishment;
- The good operation of the Committees and effective contribution of their Chairmen in performing the Board's work;
- The appraisal of solid business competencies and managerial ability of the MD, great professionalism of the Chairman and good harmony established between MD and Chairman;

whereas pointed out among the issues brought to the attention by some Directors, are:

- The need for more induction initiatives;
- A more articulated discussion on business matters;
- The need to tackle/explore a series of issues such as cyber security, ERM, Succession Planning in continuity and in contingency”.

4.4 DELEGATED BODIES

Managing Director

The Board of Directors appointed Stefano Antonio Donnarumma as Managing Director in May 2017, conferring on him all powers for the governance of the Company except those otherwise attributed pursuant to law and regulations, the Articles of Association or the power structure approved in May 2017 (with reference to the issues that, according to said structure, are reserved to the Board of Directors, see paragraph 4.3), and in particular the Managing Director:

- operates on the basis of medium-long term plans and the annual budgets approved by the Board, and guarantees respect for the managerial guidelines deriving from the same. In this context, the Managing Director's powers are exercised, for Acea and its subsidiaries, for transactions up to Euro 7.5 million (works contracts, purchases, rentals, disposals, participation in calls for tender, etc.) if in line with the budget, and for transactions up to Euro 1 million for off-budget transactions; for the Group's subsidiaries operating on the energy - electricity and gas - market, the powers vested on the Managing Director include: i) the issue of sureties and other guarantees up to Euro 12 million if in line with the budget and up to Euro 2 million for off-budget operations; ii) the issue of all the sureties and other obligatory guarantees in favour of AEEGSI [the Italian electricity, gas and water authority], GSE [the energy services provider], GME [manager of the energy markets], Terna SpA, the Single Buyer and other public subjects and the distribution concessionaires;
- signs the works agreements of any amount awarded according to Legislative Decree 50/2016 as amended;
- implements the organisational and procedural changes in the Parent Company's activities according to the guidelines approved by Board of Directors' resolution;
- chairs and coordinates the Management Committee, which is an advisory committee composed of Company managers, with the task of verifying the Group's operational economic situation and that of the single business units and any gaps compared to the planned targets;
- ensures correct management of corporate information. To this regard, we refer you to Chapter 5 “Corporate Information Processing”.

The Managing Director informs the Board of Directors and the Board of Statutory Auditors at least every quarter and, in any case, on the occasion of the Board of Directors' meetings, on the activ-

ity performed and the Company's business trend, on the business outlook and on transactions of major relevance for their dimensions or features, carried out by the Company or its subsidiaries, in compliance with art. 20.1 of the Articles of Association. At present, the Managing Director also covers the role of General Manager.

In compliance with art. 20 of the Articles of Association, the ordinary management of the Company, the Company's signature and legal representation before third parties and in court are delegated to the Managing Director, as well as all powers within the scope of the delegations conferred and within set commitment limits.

The Managing Director is also the Director responsible for the Internal Control and Risks Management System, according to the indications of the Self-Regulatory Code (for a detailed description of the duties attributed to the same in that capacity, please refer to paragraph 10.1 of this Report).

Chairman

The Shareholders' Meeting appointed Luca Alfredo Lanzalone as Chairman of the Acea Board of Directors in April 2017.

The Chairman, according to art. 20 of the Articles of Association, is the Company's legal representative with power of signature, and also has the power to summon and chair Board of Directors' meetings and Shareholders' Meetings.

By resolution of 3 May 2017, the Board of Directors also assigned to the Chairman the institutional duties of steering and control, conferring on her corresponding managerial delegations, in particular: the duty of supervising the Group's activities and of verifying the implementation of the Board of Directors' resolutions and the corporate governance rules, also in implementation of the powers reserved to the Board of Directors; verification of the Company's activities and processes relating to the aspects of the quality provided and perceived, environmental impact and the Company's sustainability; supervision of the Board of Directors secretariat and all the connected activities; chairmanship of the tender supervision Committee, formed and operational according to procedures established by the regulation approved by the BoD; the power to carry out all the activities contemplated by the laws in force relating to disclosures and the media, also through the publication of newspapers and websites, including the appointment of the Financial Reporting Officer from among the employees of the Group holding the legal requirements; the power to manage Group sponsorships consistently with the budget.

The Board of Directors' activities are coordinated by the Chairman, who calls the Board meetings, establishes the agenda and directs the works, ensuring that the Directors are promptly given - except in the case of need or urgency - the documentation and information necessary to allow the Board to give a conscious opinion on the matters submitted to its examination.

Chairman and Managing Director, Joint Powers

By BoD resolution of 3 May 2017, moreover, joint powers were delegated to the Chairman and the Managing Director who, in the case of proven urgency and need, are thus authorised to exercise the powers normally reserved to the Board in relation to contracts, purchases, company transformation, participation in tender procedures, the issue of sureties and, when the urgency does not allow for calling a meeting of the Board of Directors (which must be informed at the next meeting to check on the existence of the need and urgency), the designation of members of the Boards of Statutory Auditors and the Boards of Directors of the most important subsidiaries and partly held companies, these being understood as:

- a. those listed on regulated markets or with securities on issue as contemplated by art. 116 of Legislative Decree 58/98, Testo Unico della Finanza [Consolidated Finance Act];
- b. those requiring capital commitments, shareholders' loans or guarantees exceeding 10 million Euros.

In addition, the Chairman and the Managing Director designate the members of the Boards of Statutory Auditors and the Boards of Directors of the companies of the Acea SpA Group other than those considered of “more importance”.

Informing the Board

The BoD, as also the Board of Statutory Auditors, in compliance with art. 20 of the Articles of Association and the provisions of law, receives from the Chairman and the Managing Director constant and full information on the activities performed, summed up at least quarterly in a report on the general business trend and the relative outlook. More specifically, with reference to transactions of major relevance carried out within the sphere of their powers, including any non-typical transactions and those with related parties, providing the approval of which is not reserved to the Board of Directors, the Managing Director and the Chairman report to the Board on the features of said transactions, the subjects involved and their connection, if any, with the Group, the determination methods and the relative economic and financial effects.

4.5 OTHER EXECUTIVE DIRECTORS

No other executive Directors are envisaged.

4.6 INDEPENDENT DIRECTORS

As at 31/12/2017, and to date, the Board has 7 independent non-executive directors, namely: Alessandro Caltagirone, Michaela Castelli, Fabrice Rossignol, Gabriella Chiellino, Giovanni Giani, Liliana Godino and Massimiliano Capece Minutolo Del Sasso (see table 2).

The procedure followed by the Board to verify their independence involves the declaration of the existence of the requisite on the

part of the director on presentation of the list and at the moment of acceptance of the appointment, and verification by the Board of Directors at the first meeting after the appointment. The independent directors also promise to immediately inform the Board of Directors of any situation which entails their loss of this requisite.

The Independent Directors are considered such in accordance with the provisions of law and art. 3 of the Self-Governance Code.

A meeting was held in 2017 which only involved independent directors; in any event, we stress that the board's internal Committees are only formed of independent directors, therefore the indication referring to meetings solely of independents is also to be considered as actuated and absorbed by the meetings of said Committees.

We point out that in the assessment of the requisites of independence, no parameters other than those set out in the Self-Governance Code have been used.

According to the information provided by the persons concerned or, at any rate, available to the Company, immediately after the appointment, and most recently in March 2018, the Board of Directors ascertained the existence of the requisites of independence prescribed by the Self-Governance Code.

The Board of Auditors, in compliance with the provisions of art. 3 of the said Code, checked on the correct application of the verification criteria and procedures adopted by the Board of Directors to assess the independence of its members.

4.7 LEAD INDEPENDENT DIRECTOR

On 14/03/2018 the Board of Directors confirmed that, as in the previous years, the conditions for the institution of a lead independent director do not exist, considering that the current Chairman of the Board of Directors does not hold the role of the main subject responsible for the company (chief executive officer), and does not hold a controlling stake in the Company.

5. CORPORATE INFORMATION PROCESSING

The Acea Board of Directors, as long ago as September 2006, on a proposal of the Managing Director, adopted Regulations for internal governance and for the external disclosure of the Company's documents and information. Said Regulations are available for consultation at www.acea.it (in the Corporate Governance section). The Regulations:

- establish the methods for the processing and disclosure of Company information within the Group;
- rule that Company representatives who gain knowledge of information of which the early disclosure could be prejudicial to the Company's equity and/or that of the Shareholders must treat the same with maximum reserve, and that the Company, in the case of specific circumstances, must give immediate and full information to the market;
- prescribes that a procedure must be established for the drafting of press releases relating to price sensitive information, to prevent possible distortions or irregularities in the communication of such information.

In the same year, in accordance with art. 115-bis of the TUF, a List was drawn up, now also governed by art. 18, paragraph 1, letter a) of EU Regulation no. 596/2014 (the Market Abuse Regulation, or MAR), containing the list of all persons with access to inside information who have a professional collaboration relationship with the Company, whether they are employees or not, and who, in the performance of certain duties, have access to inside information such as, for example, advisors, accountants or credit rating agencies (List of Persons with Inside Information Access).

Art. 7 of the MAR Regulation provides that inside information is “*information of a precise nature, which has not been made public, relating, directly or indirectly, to one or more issuers or to one or more fi-*

ancial instruments, and which, if it were made public, would be likely to have a significant effect on the prices of those financial instruments or on the price of related derivative financial instruments”; and that “*information shall be deemed to be of a precise nature if it indicates a set of circumstances which exists or which may reasonably be expected to come into existence, or an event which has occurred or which may reasonably be expected to occur, where it is specific enough to enable a conclusion to be drawn as to the possible effect of that set of circumstances or event on the prices of the financial instruments or the related derivative financial instrument [...]. In this respect in the case of a protracted process that is intended to bring about, or that results in, particular circumstances or a particular event, those future circumstances or that future event, and also the intermediate steps of that process which are connected with bringing about or resulting in those future circumstances or that future event, may be deemed to be precise information.*”

Rules have also been adopted on Internal Dealing in compliance with the provisions of art. 114, paragraph 7 of the TUF, and today also the provisions of art. 19 of the MAR which rules that transactions in financial instruments carried out by Relevant Subjects and by persons closely linked to the same must be communicated to Acea and to CONSOB immediately and, in any case, within three working days from the transaction, at the request of the Relevant Subjects. Relevant Subjects and persons closely linked to Relevant Subjects must notify the Company, in compliance with the aforementioned provision, of all transactions carried out on their behalf once the aggregate amount of such transactions reaches the threshold of 20,000 Euros (or the greater amount contemplated by the provision applicable in the future) over one calendar year.

6. THE BOARD'S INTERNAL COMMITTEES

(as per art. 123-bis, paragraph 2, letter d) TUF)

Preamble:

As mentioned in paragraph 4.3, in December the Board of Directors approved the new Regulations for the Control and Risks Committee and the Ethics and Sustainability Committee (see paragraph 16) downstream of an updating project steered and supervised by the Control and Risks Committee and the board's internal Committees. Apart from the tasks recommended by the Self-Governance Code, the new Regulations, which are inter-coordinated, include the activities supporting the Board as regards the new obligations introduced by Legislative Decree 254/2016 concerning non-financial Disclosure and prerogatives on the matter of supervising matters of sustainability associated to corporate exercise. In the context of such project, preliminary analyses were executed on the applicable normative and practices adopted by listed companies regarding appointments and remuneration and a draft regulation was drawn up for the Appointments and remuneration Committee, to be examined by the body for subsequent proposal to the Board.

Appointments and remuneration Committee and Control and Risks Committee

The Board of Directors has formed two committees from among its members, to make proposals and to give advice: the Control and Risks Committee and the Appointments and remuneration Committee. Thus, the powers and duties relating to appointments and remuneration are aggregated and vested on a single committee. This aggregation, in line with the recommendations of the Self-Governance Code, respects the composition requirements contemplated by said Code for both the Committees and ensures correct execution of the relative powers and duties.

Said Committees are composed of at least three non-executive directors appointed by the Board of Directors itself, the majority of whom must be independent directors and one of which independent directors will be the Chairman of the Committee.

The composition, duties and functioning of the Committees are disciplined by the Board of Directors, in specific regulations, consistent with the criteria laid down by the Self-Governance Code.

In particular, pursuant to the Control and Risks Committee Regulations, updated in December 2017, said Committee must be formed of at least three non-executive directors, the majority of whom must also be independent directors. The Committee Chairman is chosen from the independent directors. At least one member of the Committee must hold adequate experience in accounting, finance and risk management, which the Board of Directors assesses at the moment of the appointment.

Pursuant to the Appointments and remuneration Committee Regulations, said Committee must be formed of at least three non-executive directors, the majority of whom must also be independent directors. The Committee Chairman is chosen from the independ-

ent directors. At least one member of the Committee must hold adequate experience in finance and remuneration policies, which the Board of Directors assesses at the moment of the appointment.

In the performance of their duties, said Committees have access to Company information and activities, necessary for performing their respective duties, and the assistance of the Company's departments according to their sphere of competence; they may also avail of external consultants at the Company's expense, within the limits of the annual budget approved for each Committee by the Board of Directors.

The consultants, for both Committees, must be chosen avoiding possible conflicts of interests and the conferment of mandates on subjects that provide services to companies of significance such as to compromise in practice the independent judgement of said consultants.

The Chairman of the Board of Auditors attends the meetings of each Committee, or another auditor designated by the Committee (having established the entitlement to intervene of the other statutory auditors), and the Board of Directors' members or representatives of Company departments may also take part, as well as third parties, on specific invitation of the respective Chairman, whose assistance may contribute to the efficient performance of the Committee's duties.

The Director delegated with responsibility for the Internal Control and Risk Management System, the Chairman of Board of Directors and the Chairman of the Board of Auditors may attend the Control and Risk Committee meetings, as well as other Statutory Auditors and, by invitation of the Committee Chairman, other members of the Board of Directors or of the Company's structure, in order to provide information and express assessments of their competence.

The meetings of the Appointments and remuneration Committee may be attended by the Managing Director and, by invitation of such Committee, also other subjects in reference to the single items on the agenda, to give information or to express assessments of their competence. As a rule the Human Resources Management and Human Capital Development Function Manager is invited to attend, whereas the director or manager whose position the Committee is examining may not attend.

The BoD also formed a Related-Party Transactions Committee (OPC), as a body assigned to carry out the required role by CONSOB Resolution no. 17221 of 12 March 2010 as amended, according to the provisions of the "Related-Party Transactions Procedure" adopted by the Company and briefly described in paragraph 11 of this Report.

The OPC Committee, formed of at least three Independent Directors, is vested with duties and powers to make inquiries, to submit proposals and to provide advice for assessing and deciding on transactions with Related Parties, of both minor and major relevance.

7. APPOINTMENTS AND REMUNERATION COMMITTEE

On 31 December 2017, the Appointments and Remuneration Committee was created, composed of four non-executive directors, three of whom are independent, namely: Liliana Godino (Chairman), Giovanni Giani, Gabriela Chiellino and Massimiliano Capece Minutolo del Sasso.

The Board of Directors recognised that Giovanni Giani holds the requisite of adequate knowledge and experience in accounting and financial matters and retributive policies.

The Committee's secretariat duties are performed by the Board of Director's secretary or by another subject chosen by the Committee itself.

The Committee held 14 meetings in 2017, duly recorded in minutes and regularly attended by all the members (as well as the members of the Board of Statutory Auditors), with an average duration of approximately 1 hour 10 minutes each.

The Appointments and Remuneration Committee, within the scope of its duties, must make proposals and give advice to the Board of Directors and monitor the application of the criteria and decisions adopted by the Board.

Its duties also include submitting proposals and offering advice on the fees for directors holding special roles and those holding positions of strategic relevance for the organisation.

The Committee also expresses an opinion on the remuneration and retention policies related to Group Personnel presented by the Managing Director.

In particular:

1. it proposes to the Board of Directors the remuneration policy for Directors and Key Managers, promoting medium-long term sustainability and taking into account, for executive directors and directors vested with special duties and, as far as compatible, also for key managers, that the fixed part and the variable part must be adequately balanced according to the strategic targets and the risk management policy;
2. it periodically assesses the adequacy, the overall congruence and the concrete application of the remuneration policy relating to directors and key managers, on the basis of information provided by the Managing Director, and it presents proposals regarding said remuneration to the Board of Directors;
3. it proposes to the Board of Directors candidates for directorships, taking into account any reports received from the shareholders in the case of co-option if an independent director must be replaced;
4. it presents proposals to the Board of Directors on the fees of the executive directors and the other directors that hold special offices, and on the performance targets linked to the variable part of said fees;
5. it submits to the Board of Directors an opinion on the remuneration policies for key managers;
6. it monitors the application of the decisions adopted by the Board, checking, in particular, on the effective achievement of the performance targets;
7. it submits to the Board a Remuneration Report that the directors must present to the annual Shareholders' Meeting;
8. it draws up opinions for the Board of Directors on the size and composition of the same and it expresses recommendations regarding the professional figures that it deems should sit on the Board, the maximum number of offices that directors or

statutory auditors can hold without prejudice to the directors' effective participation in the Board's committees, and the existence and importance of any activities performed by each director in competition with the Company.

At least once a year the Committee assesses its own size, composition, functioning and independence in relation to its duties as indicated by these Regulations.

The Directors must refrain from participating in Committee meetings when the Committee discusses proposals to be submitted to the Board of Directors relating to their own fees.

The Committee may have access to the information necessary for the performance of its duties, also from the Company's departments, and it may also take avail of external advisors, in the terms defined by the Board of Directors.

In particular, in 2017 the Committee:

1. defined the profile of Managing Director of Acea and submitted it to the Board of Directors;
2. drew up, in view of renewing corporate bodies, its guideline on the future dimension and composition of the governing body to be submitted to the shareholders for the forthcoming Shareholders' Meeting of 27 April 2017 in compliance with the recommendations of the Self-Governance Code;
3. examined and approved the Annual Report on the activity performed by the Remuneration Committee;
4. examined and approved the Remuneration Report pursuant to art. 123-ter of Legislative Decree no. 58 of 24 February 1998;
5. acknowledged that the economic-financial targets had been reached and authorised the payment of the Variable Incentive Programme MBO 2016 to the entitled parties;
6. assessed the proposed termination agreement of the working relationship with Alberto Irace;
7. having acknowledged that the Group Objectives 2017 to be inserted into the MBO are in line with the budget approved by the Board of Directors on 14 December 2016, it agreed with the proposal to assign the objectives explained by the Managing Director and described in the document filed in the records;
8. proposed to the Board of Directors to recognise, as remuneration as per art. 2389 paragraph three, civil code: for the Chairman, Mr. Lanzalone, confirmation of the annual remuneration perceived by the Chairman of the previous Board of Directors and for the Managing Director, Mr. Donnarumma, treatment that is substantially and comprehensively aligned with that perceived by the previous Managing Director;
9. gave its favourable opinion regarding the identification of the professional profile of Mr. Gola to cover the office of CFO, as well as the economic treatment and contractual conditions offered to the latter;
10. examined the proposal to amend the Regulations for the Appointments and Remuneration Committee.

In 2018, as at the date of this Report, the Committee has met 3 times, with an average duration of two hours and 43 minutes each. The BoD has confirmed the allocation of an annual budget for 2018 of 25,000.00 Euros (twenty-five thousand point zero zero) for the Committee so as to permit, should it be deemed necessary, to confer external mandates instrumental to the performance of its duties.

8. DIRECTORS' REMUNERATION

GENERAL REMUNERATION POLICY

The Remuneration Policy for Directors and Key Managers, defined by the Board of Directors, is detailed in the document "Remuneration Report", approved by the Board of Directors in the meeting of 14/03/2018, pursuant to art. 123-ter, paragraph 2, of the TUF, to which we invite you to refer for in-depth information. Said document will also be available at the Internet site www.acea.it and it will be subjected to the approval of the meeting of the Board of Directors, acting in an advisory role, which will be held in April 2018 for the approval of the financial statements relating to financial year 2017. During the Shareholders' Meeting of 27 April 2017, the all-inclusive fixed gross annual consideration was confirmed for the members of the BoD, as established in the minutes of the Shareholders' Meeting of 5 June 2014.

On 27 April 2017, the Shareholders' Meeting resolved to defer the faculty to define the considerations pursuant to art. 2389, paragraph 3 of the Civil Code to the Board of Directors, regarding Directors vested with special offices with reference, relating to the economic conditions, to the fees recognised in listed companies of similar sector and dimensions, without prejudice to the limits imposed by art. 84-ter of Law Decree 69/2013, converted by Law 98/2013 (see *Remuneration Report 2018 - Financial Year 2017, Section 1*).

Said Remuneration Policy - the current remuneration system of which is detailed in the "Remuneration Report" - defines the guidelines that are consistent with the topics listed below:

- an important part of the remuneration of the Company's Executive Directors and Key Managers, as expressly required by the Self-Governance Code, is linked to the economic results achieved by the Company and, possibly, to the achievement of specific performance targets - pre-set and measurable - indicated in advance by the Board of Directors itself, as detailed in Section 1 of the "Remuneration Report";
- a system of medium-long term variable incentives (Long Term Incentive Plan) is contemplated, to be renewed every three years. The aim of the Plan lies in encouraging the management to pursue the Group's economic-financial results in the interests of the shareholders;
- as of 2015, in line with a growing need for transparency expressed by the Self-Governance Code and in view of an increasingly responsible remuneration policy, the claw back clause, already adopted for Executives and Key Managers, has been extended also to the managerial roles which have greater impact on the Group's business. According to this clause, the Company is entitled to request the return of the variable remuneration (relating to both the short and the medium-long term periods) if it is found to have been paid in the case of results ob-

tained consequent to intentional misconduct and/or gross negligence, such as the intentional alteration of the data used to indicate the achievement of the targets or obtaining the same results by behaviour contrary to corporate or legal provisions.

REMUNERATION OF EXECUTIVE DIRECTORS AND KEY MANAGERS

For details of the fixed fees of the Chairman and of the fixed and short term (annual) variable remuneration of the Managing Director and of the General Manager, and of the Key Managers, please refer to Section II of the 2017 Remuneration Report, pursuant to art. 123-ter of the TUF.

INCENTIVE MECHANISMS FOR THE INTERNAL AUDIT DEPARTMENT MANAGER AND THE FINANCIAL REPORTING OFFICER

As regards the incentive mechanisms for the Internal Audit Function Manager and the Financial Reporting Officer, they are subject to annual assessment on the basis of qualitative and efficiency criteria; on the basis of these criteria, in fact, individual targets are assigned to the persons in question and, therefore, they are not linked to targets of an economic-financial nature except for the part represented by the so-called gates.

NON-EXECUTIVE DIRECTORS' REMUNERATION

The remuneration of non-executive directors is not linked to the economic results achieved by the Company, but to the commitment requested of them and their possible membership of one or more Committees. No share incentive plans involve non-executive directors.

INDEMNITY FOR DIRECTORS IN THE CASE OF REVOCATION, RESIGNATION, DISMISSAL OR DISCONTINUED OFFICE SUBSEQUENT TO A TAKEOVER BID (art. 123-bis, par. 1, letter i, of the TUF)

No agreements have been stipulated between Acea and the directors in office which contemplate non-competition agreements or indemnity in the case of their dismissal or resignation/revocation without just cause.

9. CONTROL AND RISKS COMMITTEE

The Control and Risks Committee was established to assist the Board of Directors, ensuring the latter adequate preliminary investigation and support in the assessments and the decisions related to the Internal Control and Risks Management System, as well as related to the approval of the periodic financial disclosures and declaration of a non-financial nature.

The Committee members and the Chairman are appointed by the Board of Directors.

The term of office of the Committee members coincides with that of the Board of Directors that has appointed them. Committee members can be revoked by the Board of Directors if they no longer hold the requisites of independence and integrity and if they are no longer nonexecutive directors.

The Committee may request the Internal Audit Function to carry out audits on specific operational areas, simultaneously informing the Chairman of the Board of Auditors, the Chairman of the Board of Directors and the Internal Control and Risks Management Director, unless the verifications specifically concern the activity of said subjects.

The Committee carries out its inquiries and issues opinions to the Board of Directors regarding:

1. the definition of the Guidelines for the internal control and risk management system, so that the main risks to which ACES SpA and its subsidiaries - including the various risks which may become significant with a view to medium-long term sustainability - are correctly identified, and adequately measured, managed and monitored;
2. the determination of the degree of compatibility of the main risks with a management consistent with the strategic objectives identified;
3. the assessment, at least once a year, of the adequacy of the internal control and risk management system in respect of the Company's characteristics and the risk profile assumed, as well as the effectiveness of the said system;
4. the approval, at least once a year, of the work plan drawn up by the Internal Audit Function Manager;
5. a description, within the annual report on corporate governance, of the main features of internal control and risk management system and coordination processes regarding the persons involved therein, expressing its opinion on the overall adequacy of the same;
6. the assessment, having consulted with the Board of Auditors, of the results explained by the statutory audit in a letter of suggestions, where applicable, and in the report on fundamental issues that have come to light during the audit of the accounts;
7. the proposals of the Internal Control and Risks System Director, formulated in accordance with the Board of Directors' Chairman, and after hearing the Board of Statutory Auditors' opinion, regarding the appointment and revocation of the Internal Audit Function Manager and the definition of the latter's salary consistent with the Company's policies, as well as the adequacy of the resources allocated to the Department for the performance of its duties. Such opinion will be binding.

The Committee also assists the Board of Directors by:

- assessing, together with the Financial Reporting Officer and after consultation with the external auditor and the Board of Auditors, the correct use of the accounting principles and their uniformity for the purposes of drafting the consolidated Financial Statements;
- assessing, together with the competent Acea function, having

consulted with the statutory auditor and Board of Auditors, the correct use of accounting standards implemented in order to draw up the declaration of a non-financial nature as per Legislative Decree 254/2016;

- supporting, with adequate investigative activity, the assessments and decisions of the Board of Directors related to managing risks deriving from prejudicial facts of which the Board of Directors has become aware;
- providing the Board of Directors with opinions on specific aspects involved in the identification of the Company's main risks or risks deriving from possible prejudicial facts of which the Board of Directors has gained knowledge;
- examining the periodic reports on the assessment of the Internal Control and Risk Management System, and those of particular importance drawn up by the Internal Audit Function;
- monitoring the autonomy, adequacy, effectiveness and efficiency of the Internal Audit Function;
- requesting, as may be the case, the Internal Audit Function to carry out audits in specific operational areas, contextually notifying the Chairman of the Board of Auditors, Chairman of the Board of Directors and the Director assigned to the internal control and risk management system thereof, with the exception of cases in which the subject matter of the audit request specifically concerns the activity of such subjects.

The Committee reports to the Board, at least every six months, during the annual and half-yearly financial report, about the activity performed as well as the adequacy of the internal control and risk management system and, at least once a year, assesses its own size, composition, function and independence respect to the duties provided under this regulation.

On 31 December 2017, the Committee was formed of four non-executive independent directors, to be precise: Michaela Castelli (Chairman), Liliana Godino, Massimiliano Capece Minutolo Del Sasso and Giovanni Giani.

The Director Michaela Castelli has experience in accounting and financial matters and was deemed suitable by the Board of Directors at the moment of her appointment.

In 2017, the Committee held 11 meetings of an average duration of approximately 2 hours and 13 minutes each, characterised by the regular attendance of all its members and the Chairman of the Board of Auditors or another auditor. Of these meetings, 4 were held jointly with the Appointments and Remuneration Committee and 4 with the Board of Auditors.

The meetings, which were regularly recorded in minutes, were also attended by other subjects, invited by the Committee, for the illustration of single points on the agenda.

The Chairman provides the Board of Directors with punctual information on the Committee's works.

In 2017 the Committee performed the tasks reserved to the same by the Self-Governance Code, and in particular:

- it assisted, carrying out the necessary enquiries, the Board of Directors in its decisions and assessments related to the control system, and those related to the approval of the periodic financial reports;
- together with the Financial Reporting Officer and having consulted with the statutory auditor and the Board of Auditors, it assessed the correct use of the accounting standards and their uniformity for the purposes of drafting the consolidated financial statements;
- it expressed a favourable opinion on the Internal Audit Functions' Activities Plan prior to its presentation to the Board of

- Directors for approval;
- it examined the Internal Audit Function's periodic reports;
- it expressed opinions on specific aspects regarding the identification of the Company's main risks and, at the periodic meetings, it invited the managers of the Company's departments concerned to report on the methods for managing such risks;
- it monitored the autonomy, adequacy, effectiveness and efficiency of the Internal Audit Function;
- it reported to the Board of Directors, at least once every six months, upon approval of the annual financial statements and of the interim financial report, on the activity carried out and on the

adequacy of the internal control and risk management system. The Committee had access to the information and to the Company departments necessary for the performance of its duties. In 2018, as at the date of this Report, the Committee has met 3 times, with an average duration of the meetings of one hour and 43 minutes, of which one held jointly with the Board of Auditors.

The BoD confirmed the allocation of an annual budget for 2018 of 25,000.00 Euros (twenty-five thousand point zero zero) for the Committee so as to allow it, should it be deemed necessary, to confer external mandates instrumental to the performance of its duties.

10. INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

Acea's Internal Control and Risk Management System, an essential element of the Group's Corporate Governance system, is a process based on the best practices of reference and on the principles of the Self-Governance Code, and it comprises an organic series of rules, policies, procedures and organisational structures aimed at allowing the identification, measuring, managing and monitoring of the main risks, in order to identify any potential events that could influence the achievement of the Company's objectives, and at limiting such risks within acceptable levels. The system is integrated within the more general organisational framework and corporate governance system adopted by Acea SpA.

The Board of Directors defined the "Internal Control and Risk Management System Guidelines", updated in February 2018, in order to:

- provide guidelines for the various subjects in the SCIGR, so as to ensure that the main risks pertaining to Gruppo Acea are correctly identified as well as adequately measured, managed and monitored;
- identify the principles and responsibilities of the governance, management and monitoring of the risks connected to the Company's activities;
- provide for activities of control at all operational levels and clearly identify tasks and responsibilities in order to avoid any duplicated activities and ensure coordination between the main subjects involved in the SCIGR.

Acea, in accordance with the principles outlined and the Internal Control System Guidelines, pursuing the aim of continuous improvement in the risk control and monitoring activities, has introduced and integrated into the organisation second level protective procedures for specific risks and it has defined the standard content of the periodic information flows produced by such structures addressed to the Internal Control System Director and, through the Internal Audit Function Manager, to the Control Bodies.

COMPREHENSIVE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

Preamble

The planning, implementation and periodic assessment of Acea's Internal Control and Risk Management System is based on the best practices of reference (integrated "Internal Control" model issued by CoSO) and on the principles of the Self-Governance Code.

a. Roles and duties of the various subjects in the Control System

The governance and implementation of the complete Control Sys-

tem involves subjects with diverse roles within the Company (governance and control bodies, Company departments, management, employees and post audit committee).

For a description of the roles and duties of the Control Bodies, we invite you to refer to the specific sections of this Report (Board of Directors, Internal Committees, the Managing Director, the Internal Audit Function, Risk & Compliance Function Manager, the Financial Reporting Officer and the Supervisory Body).

The role of the Ethics and Sustainability Committee, formerly the Ethics Committee, is described in paragraph 16 "Additional Corporate Governance Practices".

The Group's management is responsible for defining, implementing and maintaining an effective risk management process with the capacity to put into practice the plans and to achieve the strategic objectives. In particular, the Industrial Areas and the Company Departments of Acea SpA, each for its sphere of competence, are responsible in their everyday operations for implementing the actions that allow for achieving the expected business results and the management of the connected risks.

The employees are responsible for working in compliance with the external and internal regulations and the management's procedures and directives, also with the support of appropriate training courses aimed at increasing the skills and at fostering the professional attitude necessary to effectively perform the controls, as defined in the Internal Control and Risk Management System.

The Post Audit Committee, established in January 2018 and chaired by the Director assigned to the SCIGR, has the duty of analysing corrective interventions identified by the management downstream of internal auditing activities and monitoring realisation times.

b. Risk management system

The risk management system adopted by Acea contemplates widespread responsibility and involves subjects at all levels of the organisation. In particular, the risk management system adopted in Acea includes activities for risk identification, assessment, management and monitoring.

The Company uses a structured Control Risk Self-Assessment (CRSA) model, to assist the management in identifying the main risks, the action priorities and the adoption of policies to mitigate the residual risks in order to bring them to a level deemed acceptable by the Company top managers. For certain types of risks, second level control and monitoring models are used, which can infer specific indicators and risk limits (e.g. PAR and VAR).

Responsibility for the controls is divided into three complementary levels:

1. First level controls are aimed at ensuring correct execution of Company processes, in order to prevent risks by means of suitable mitigation actions. The responsibility for their execution is assigned to the line structures;
2. Second level controls are aimed at verifying that the controls defined for Company operations are effective and implemented, through continuous monitoring aimed at guaranteeing that the risk mitigation actions are adequately identified and put into practice in the organisation by the subjects responsible for said implementation;
3. Third level controls are entrusted to the Internal Audit Function, comprising independent verification of the design and operation of the internal control system and monitoring the implementation of the improvement plans defined by the management.

The Internal Audit Function Manager is responsible for verifying that the Internal Control System is always adequate, fully operational and functioning. He reports to the Board of Directors, he is not responsible for any operational activities and he can have direct access to all information useful for the performance of his duties. He reports on his work to the Chairman, the Managing Director, the Control and Risks Committee and the Board of Auditors on the operation, adequacy and effectiveness of the Control System. The Internal Audit Function operates on the basis of a work plan, defined on the basis of the results of the Control Risk Self-Assessment which gives a summarised and comparative assessment of the main risk areas and of the relative control system and allows for identifying, according to the various risk levels of Corporate processes and intervention priorities. The Internal Audit Function Work Plan is approved annually by the Board of Directors, having consulted with the Board of Auditors and the Director Assigned to the Internal Control and Risk Management System.

c. Qualifying elements of the Control System

Pervasive elements of the Control System

The pervasive elements are of fundamental importance in the Acea control system, in as much as they represent the infrastructural foundations of said system, worthy of mention amongst which, in particular, are the following aspects:

- the definition of the ethical values and of the behavioural criteria, by which the behaviour of the employees and of all those who operate in pursuit of the Company's objectives must be inspired, is ensured by the rules of the Code of Ethics, approved by the BoD of Acea SpA and its subsidiaries and disclosed inside and outside the Company;
- the roles and responsibilities, and the relations between Company departments are clearly defined within the adopted organisational structure, and the powers of signature and the internal delegations are consistent with the hierarchical level, the organisational unit concerned and the assigned targets.

To this end, the organisational charts and other organisational provisions, the organisational and management model pursuant to Legislative Decree 231/2001, the Company procedures and the system of delegations and powers are formalised, circulated and disclosed.

Centralised monitoring controls for particular risk categories

The centralised monitoring controls for particular risk categories are the manner by which a transversal view of the risks and of the connected systems of control between the diverse processes within the Group is possible. The main centralised monitoring controls are described below.

Interest rate risk. The Acea Group's approach to the interest rate risk is based on the type of the structure of the assets and on the stability of the Group's cash flows; the activity is entrusted to the Administration, Finance and Control Department., The primary

objective, considering the needs expressed in the strategic plan, is the optimisation of the costs of the Group's liabilities and the simultaneous limitation of the effects caused by exposure to the interest rate risk, therefore the identification of the optimal combination between fixed and variable rates. The aptitude for risk and the relative limits are defined by the Board of Directors, by the approval of the single loan transactions with impact on the interest rate risk and the possible hedging transactions.

Commodity risks. With regard to the market risk deriving from trading in electricity and gas, the Risk Management Unit is present in the organisation in the context of the Risk & Compliance Function which monitors the observance of the market risk management policies, correct application of the respective manuals and observance of the limits of exposure defined above and periodically reports exposure to market risk, the trend of the main values and of the main business appraisal parameters, observance of limits as well as any critical issues.

Trade credit risks (customers). Within the sphere of the Administration, Finance and Control Department, specific methods have been developed to prevent and monitor the risk of customers' insolvency. The protective action is mainly aimed at ensuring preliminary risk analyses of Acea Energia's commercial proposals on the free electricity and gas market, and, therefore, of optimising the commercial action with acceptable refusal levels compared with local and national averages.

Risks relating to quality, environment, safety and energy. Acea favours the adoption of management systems in the Group companies which comply with standards ISO 9001, ISO 14001, OHSAS 18001 and ISO 50001 (QASE management systems). Such systems envisage the mapping of processes, risk assessment for each context of reference and management system, an appraisal of the aspects and environmental impacts and an appraisal of significant energy aspects. Operational procedures, performance indicators and sought objectives are defined for every process included in the QASE management systems. The responsibility for guaranteeing implementation and controlling the implementation of the policies regarding quality, environment, safety and energy so as to ensure that QASE certification of the interested processes is obtained and retained is assigned to the Integrated Certification Systems Unit of the Risk & Compliance Function.

Whereas the Workplace Safety Unit is located in the Corporate Services and Affairs Department, the manager of which is the Health and Safety Officer delegated by the BoD, such unit having the tasks of defining the guidelines and policies on the matter of health and safety at the workplace for Gruppo Acea, supporting the operational companies in their implementation and progressive updating.

Financial reporting risks (Law 262/2005). Protection against the risks relating to the adequate and effective application of the administrative and accounting procedures connected to the financial reporting process is one of the responsibilities of the Financial Reporting Officer (paragraph 10.5). The Internal Control and Risk Management System in respect of Financial Reporting is described in the following paragraph.

Compliance risk. As from the month of September, the Board of Directors integrated the Risk & Compliance function dedicated to overseeing matters of compliance, with particular reference to protection against legal and conformity risk, including the risk of committing criminal offences to the damage or in the interest of Gruppo Acea. Such control processes monitor specific compliance risks (such as antitrust, on the matter of the protection of personal data as per Legislative Decree 196/2003, regarding administrative liability of entities as per Legislative Decree 231/01 etc.), they propose guidelines to be circulated within the Group so as to promote an increasing awareness of Compliance issues, also by means of implementing training programmes aimed at spreading a managerial and operational culture of awareness regarding risks and responsibilities

deriving from failure to observe the normative in force.

Information security risks. The Innovation, Technology & Solutions (ITS) Function is responsible for:

- defining the guidelines on computer safety aimed at ensuring confidentiality, integrity and availability of data, in line with the normative in force and having the function of steering and controlling the entire Group;
- monitoring architectural compliance in the informatory (IT), industrial (OT) environments and for innovative technologies (e.g. IoT), respect to the Group's guidelines;
- ensuring real-time monitoring of the IT infrastructure in order to promptly identify threats and attacks and define/update operational continuity and IT crisis management plans, guaranteeing the execution and coordination of activities, plans and countermeasures for emergency management;
- assessing, in coordination with the Risk & Compliance Function, the impacts of cyber risks (e.g. safety, loss of operativity, access and confidential information, etc.) and the cost/opportunity of the interventions to mitigate or eliminate the impacts thereof;
- promote initiatives aimed at improving the level of protection of the organisation (e.g. security/ vulnerability assessment).

d. Overall assessment of the adequacy of the Control System

See the contents of paragraph 4.3 of the Board of Directors.

MAIN FEATURES OF THE EXISTING INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM IN RELATION TO THE FINANCIAL REPORTING PROCESS (art. 123 -bis, paragraph 2, letter b), TUF)

Preamble

In the Internal Control system, with reference to financial reporting, particular relevance is held by the "Group's Management and Control Model pursuant to Law 262" (the Model), adopted on the occasion of the updating of the Group's Internal Control System to the requirements of Law 262/2005. In particular, in 2007 Acea began a process of adaptation to the needs expressed by Law 262/2005 aimed at planning an effective system of Internal Control over Financial Reporting (ICFR), subject to constant improvement and adaptation to the Company's evolution, which can allow the Acea Financial Reporting Officer (FRO) and Managing Director to issue the certifications required by art. 154-bis of the TUF. The system is defined as all the activities for identifying the risks/controls and for defining specific procedures and tools adopted by Acea to ensure, with reasonable certainty, the achievement of the aims of the credibility, accuracy, reliability and immediacy of the financial information.

The Model defines the guidelines, the methodological references and the responsibilities for the institution, assessment and maintenance of the ICFR.

The Model is developed on the basis of the fact that the ICFR must be a part of the broader Internal Control and Risk Management System and an essential element of Acea's Corporate Governance, and that the credibility of the information disclosed to the market on the Company's situation and results is a fundamental element for all the stakeholders.

The Model, approved by Acea's Board of Directors on 20 February 2008, is composed of a series of documents, circulated among the companies of the Group, which define all the basic aspects of the system:

- Financial Reporting Regulations;
- Guidelines for the implementation of the Model;
- Periodic reports of the Group for the implementation of the information flow.

The Model is completed by the Group's Accounting Principles Manual, the Guide to closing the consolidated financial statements, the administrative and accounting procedures and the specific operating documents.

The implementation of the Internal Control and Risk Management System in relation to the Group's financial reporting has been carried out, also through successive adjustments, also considering the guidelines provided by certain category bodies regarding the Financial Reporting Officer's activities, in particular:

- Position Paper of the Andaf [National Association of Administrative and Financial Directors] "*Il Dirigente Preposto alla redazione dei documenti contabili societari*" [The Financial Reporting Officer];
- Position Paper of the AIIA [Italian Internal Auditors' Association] "*Il contributo dell'Internal Auditing nella realizzazione di un buon processo di Corporate Governance e nell'organizzazione di un flusso informativo con il Dirigente Preposto alla redazione dei documenti contabili e societari*" [The contribution of Internal Auditing in the creation of a good Corporate Governance process and in the organisation of an information flow with the Financial Reporting Officer];
- Guidelines issued by Confindustria "*Linee guida per lo svolgimento delle attività del dirigente preposto alla redazione dei documenti contabili societari ai sensi dell'art. 154-bis TUF*" [Guidelines for the performance of the Financial Reporting Officer's activities pursuant to art. 154-bis of the TUF].

DESCRIPTION OF THE MAIN FEATURES OF THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM IN RELATION TO THE FINANCIAL REPORTING PROCESS

The Model defines the guidelines of reference for creating and managing the system of administrative and accounting procedures (so-called activity/risk/control matrices) for Acea and its major consolidated companies for the purposes of corporate Financial Reporting, regulating the main steps and responsibilities.

a) Steps

Defining the scope of analysis. Every year Acea updates the scope of analysis of the system of administrative-accounting controls and of the monitoring of the underlying processes, to guarantee that the risks relating to the financial reporting of the more significant accounting items within the consolidation perimeter are covered.

The scope of the analysis is initially determined by the weight of each company of the Group on the consolidated financial statements, taking into account the relevance for the same of the associated significant accounts and administrative-accounting processes; successively, the results of the analysis are integrated by considerations of a qualitative nature to take into account both the Group's structure and the features of specific financial statement items.

Analysis of process risks and controls. The approach adopted by Acea allows for identifying the "key" risk and control points deemed significant for the consolidated financial statements. For this purpose, the control objectives and the related risks are defined for every process and activity; i.e.

- financial statement assertion: this element must be respected in the reporting of company events in order to represent them truly and correctly on the financial statements;
- theoretic risk: risk identified at the "inherent level", not taking into account the existence and the effective execution of specific control techniques aimed at eliminating the risk in question or at reducing it to an acceptable level;
- specific control objective: objective that must be guaranteed

by the execution of the control activity.
In particular, the financial statement assertions considered in the Model are:

- *Existence and occurrence* (the company's assets and liabilities must exist at a definite date and the transactions recorded must represent events that have actually taken place during a specific period);
- *Completeness* (all the transactions, assets and liabilities to be represented must be effectively included on the financial statements);
- *Rights and obligations* (the company's assets and liabilities must represent, respectively, its rights and obligations on a specific date);
- *Assessment and reporting* (the assets and liabilities, the shareholders' equity, the revenues and the costs must be posted on the financial statements at their correct amount, according to the generally accepted accounting standards);
- *Presentation and informing* (the financial statement items must be correctly named, classified and illustrated).

For each specific risk/objective subject to control, the so-called "key" controls are identified, which allow for identifying the existing system of controls (manual/automatic controls; prior/successive controls) in relation to each relevant process, in order to reach the objective of control and to effectively mitigate the risk.

Assessment of the controls in view of the risks identified. The assessment of the design of the controls described in the administrative and accounting procedures, aims to analyse how the single control activities are structured and defined in respect of the objective of preventing the risk of error on the financial statements. The assessment is carried out considering the goal that the control aims to achieve, namely whether the risk is mitigated ("adequate/inadequate" control). The assessment of the design of the controls is the responsibility of the Business Lines, starting from the hierarchical level above the manager of the department/activity subject to the control, up to the level of the Board of Directors in the case of the companies of the Group.

The assessment of the operativity of the controls identified in the administrative and accounting procedures is also subject to specific analysis by the Business Lines. In fact, for controls whose design is deemed adequate, their execution must then be assessed ("implemented/not implemented" control).

The operativity of the controls, ascertained by the Business Lines, is corroborated by independent monitoring carried out through a periodic testing plan of the FRO. The test plan is defined according to criteria of priority and rotation on the basis of which, in each period of reference, a certain sub-series of controls to be tested is selected, until achieving coverage of the main controls identified in the procedure. The FRO implements a process for sharing and circulating the results of the test activities, so that the managements of reference can put in to practice the necessary corrective action in their own structures.

Corrective Action Plan. If, on the basis of the analyses carried out by the Business Lines, the "key" controls are found to be absent, not documented or not carried out correctly according to the company's procedures, the manager of the organisational unit concerned, up to the level of the Board of Directors for the companies of the Group, defines and implements a remedy plan with indication of the timing and responsibilities for the execution of the corrective action. The remedy plan is submitted to the FRO for the overall assessment of the system and for the coordination of the action to be taken, and it is updated six-monthly by the subjects responsible.

Overall assessment. To allow the Acea FRO and Managing Director to issue the certifications required by art. 154-bis of the TUF, a "chain" system of internal certifications has been introduced, de-

scribed in more details in the following paragraph, with the aim of ensuring the adequate internal formalisation of responsibilities for the adequacy and the effective application of the administrative and accounting procedures, and for preparing and communicating the corrective action plan, when necessary, and for updating the procedures (see point b), Roles and Responsibilities).

The overall assessment is therefore based on a complex evaluation procedure which takes into account:

- the assessment of the design of the existing controls and the assessment of their execution, carried out by the Acea management and by the Boards of Directors of the subsidiaries, together with the implementation of the remedy plans;
- the analysis of the test results;
- the final analysis of the areas for improvement that have come to light, with reference to their relevance on the financial statement information.

If deemed necessary, within the scope of the assessment process, the methodology adopted may include the design and execution of compensatory controls and verifications. Any important shortcomings that are found are communicated to the Control Bodies according to the procedures laid down in the Financial Reporting Regulations.

b) Roles and Responsibilities

The Model is based on the clear internal attribution of responsibilities in the planning, assessment and maintenance over time of the ICFR, without prejudice to the responsibilities attributed by law to the FRO and to the Board of Directors. For this purpose, the financial reporting introduced within the Acea Group is based on a "chain" system of certifications which has the aim of the adequate internal formalisation of the responsibilities for the adequacy and effective application of the administrative and accounting procedures, of monitoring the corrective action plan, when necessary, and of immediately detecting possible modifications to the controls that are the competence of the Business Lines and factors of change/risk that arise in the course of normal process operations, that can influence the adequacy of the ICFR.

The assessment process of the FRO and of the Managing Director, on the basis of which the certification of the financial statements is issued according to the CONSOB model, therefore entails internal certifications (reporting forms) issued by the managers of the processes that are relevant for Acea and by the Managing Directors of the subsidiaries. In particular, Acea, by means of reporting, has disciplined roles and responsibilities, the activities to be performed by each subject involved, the calendar, instructions for filling in the reporting forms, and the methods for updating the administrative and accounting procedures.

The Model identifies the main actors of the financial reporting process, in addition to the FRO and the Boards of Directors, with the relative responsibilities.

- **The Control Manager** is responsible towards the Sub-Process Manager for the execution and certification of the execution of the controls of his competence according to the procedures and timing laid down by the administrative and accounting procedures, and for providing the basic information input for the reporting flow;
- **The Sub-Process Manager** is responsible for a related series of activities necessary for achieving a specific control objective; he must carry out an overall assessment of the design and implementation of the control, in relation to the sub-process in question; he must also update and ensure the implementation of the corrective action plan.
- **The 262 Administrative Contact for the companies** is the subject within the Group companies responsible for all the activities necessary to allow the Acea FRO to issue the certification; he is responsible for consolidating all the information received from

the Sub-Process Managers and for assembling the overall assessment of the design and implementation of the controls for the company in question, which he then submits to the company's Board of Directors: he is also responsible for guaranteeing the information flows to and from the FRO.

- **The companies' delegated administrative body** is responsible for assessing the design and implementation of the controls of the company and sending the internal certification to the FRO, in the defined format, together with the corrective action plan suitably endorsed, also communicating any change/risk factors that have arisen in the period of reference that could influence the adequacy of the ICFR.

Lastly, with reference to the other governing and control bodies within and outside the Group, Acea has introduced a virtuous information exchange process, to and from the FRO, structured and modulated to foster as broad an overall view as possible of the Internal Control System on the part of said bodies.

10.1 THE CONTROL SYSTEM DIRECTOR

The Acea Board of Directors has chosen the Managing Director as the director appointed for the institution and maintenance of an effective Internal Control and Risk System, and has conferred mandate to the same to implement the Guidelines of the Internal Control and Risk Management System.

In 2016, the Managing Director, also taking avail of the assistance of the Internal Audit Function, has provided for identifying the Company's main risks, taking into account the features of the activities performed by Acea and its subsidiaries, and has periodically submitted them to the Board of Directors' examination. He has put into practice the guidelines drawn up by the Board of Directors, ensuring the planning, execution and management of the System and the constant monitoring of the overall adequacy, effectiveness and efficiency. He has also provided for the adaptation of the system to the dynamics of the operating conditions and the legislative and regulatory context.

The appointed Director may request the Internal Audit Function, notifying the Chairman of the BoD, the CRC and the CS of the execution of verifications on specific operating areas and on respect for the internal rules and procedures in the execution of Company operations.

The appointed Director also immediately informs the Control and Risks Committee and the Board of Directors of problems and critical situations that arise in the performance of his activities or of which he gains knowledge.

10.2 THE AUDIT FUNCTION MANAGER

On 18 December 2013, the Board of Directors, on a Managing Director's proposal, with the favourable opinion of the Control and Risks Committee and after consulting the Board of Statutory Auditors, resolved on the appointment of Ms. Liberata Giovannelli as Manager of the Internal Audit Function and defined her salary, in accordance with the Company's policies.

The Guidelines of the Internal Control and Risk Management System approved by the Board of Directors define the Internal Audit Function's mission and activities, according to which this Department has a central role in the coordination of the Internal Control and Risks Management System. The Audit Manager is required to verify the operation and adequacy of the System, by means of verifications, both continuously and in relation to specific needs, and to check on the operations and suitability of the System, with the support of the Managing Director in the activities of identifying and establishing the priorities of the major risks to which Acea SpA

and its subsidiaries are exposed. The Internal Audit Function is also mandated to provide for the general review of the risk analysis process carried out by the second level control structures which protect against certain types of risks, and for the coordination of the information flows from said structures (see Chapter 10 "Internal Control and Risk Management System").

At its meeting of 13 March 2017, the Board of Directors approved the Internal Audit Function's Work Plan and at the same time it verified the adequacy of the resources allocated to the Department for the performance of its duties.

The Internal Audit Function Manager, who has direct access to all useful information for the performance of her mandate, has no responsibility for operational areas, nor is she hierarchically subordinate to the managers of the operational areas, but reports directly to the Board of Directors.

During financial year 2017, the Internal Audit Function, performing its duties as described, carried out the following activities:

- it verified, both continuously and in relation to specific needs and consistently with the international standards for professional internal auditing, the operativity and the suitability of the System, by means of an Internal Audit Function action plan - based on a structured process of the analysis and prioritisation of the main risks;
- it performed additional audits to those provided under the approved Plan;
- it drafted a final report on the single audit actions and requested the competent Functions/Companies, when necessary, to draw up action plans for overcoming the criticalities found, monitoring the implementation and reporting the results to the Control and Risks Committee and, as from its establishment, the Post Audit Committee;
- it constantly informed, by means of drawing up specific reports, the Chairman of the Board of Directors, the Director Assigned to the System, the Control and Risks Committee about the activities carried out and related results; it did not draw up reports on events of special significance as none emerged during the fulfilment of the task;
- within the sphere of the Internal Audit Function activities plan, it verified the reliability of the information systems, including those of accounting disclosure;
- it assisted the Supervisory Body of Acea SpA and of its subsidiaries in the preparation and implementation of the Organisational and Management Model and executed the verifications pursuant to Legislative Decree 231/01;
- it contributed to the design of training and corporate information activities regarding Internal control topics;
- it monitored initiatives for overcoming anomalies found in the operativity and function of the controls, also through follow up activities;
- it collected and processed, according to the methods defined in the whistleblowing procedure, reports received concerning cases of presumed violations due to non-observance of the law, the internal regulations and the Code of Ethics, as well as those related to problems with the Internal Control System and produced periodic monitoring reports for the Ethics and Sustainability Committee (formerly the Ethics Committee), the Control and Risks Committee and the Board of Auditors;
- it drafted the report in which it gives an assessment of the operativity and suitability of the System and sends it to the Chairmen of the Board of Directors, the Control and Risk Committee and the Board of Auditors, as well as the Director Assigned to the System.

Until the establishment of the new Risk & Compliance Function (ref. para. 10.5.2), the Internal Audit Function also assisted the Managing Director in identifying Acea's main risks, preparing spe-

cific summary reports for the Managing Director and the Control and Risks Committee.

In this regard:

1. it assisted the management in identifying and assessing the main risks to the Group and associated controls, through a structured analysis and monitoring process (*Control Risk Self Assessment*);
2. it collected and examined the information flows processed for 2017 by the corporate structures with specific tasks regarding internal control (second level control processes). Such flows were shared with the Risk & Compliance Function which, as required under the related organisational provision of 1 February 2018, has the duty of consolidating them and preparing the supplementary report for the management and the Control Bodies on the matter of risk management.

10.3 ORGANISATIONAL MODEL as per Legislative Decree 231/2001

With the adoption of the Organisational, Management and Control model (the “MOG” - *Modello di Organizzazione e Gestione*), as per Legislative Decree 231/2001, Acea has adopted its Organisational, Management and Control model as contemplated by Legislative Decree 231/2001, in order to comply with the provisions of the said Decree and in respect of its principles and those of the Self-Governance Code and the recommendations of the Supervisory and Control Authorities, in pursuit of reinforcing its control and Corporate Governance systems, and in particular to prevent the predicate offences referred to in the Decree.

With the adoption of the MOG, Acea has set itself the following goals of a general nature:

- to achieve awareness of the activities that present a risk of offences with relevance for the Company (risk activities) and awareness on the part of the addressees of the rules (methods and procedures) that discipline the risk activities;
- the circulation, personal acquisition and concrete affirmation of a corporate mentality based on legality, in the awareness of the Company's express disapproval of any behaviour contrary to law, the self-regulating provisions, the indications of the supervisory and control authorities and internal provisions;
- the circulation, personal acquisition and concrete affirmation of a mentality of control, which must govern the pursuit of objectives.
- Following initial approval, in May 2004 the Model, both for Acea SpA and for the subsidiaries was continuously updated following the introduction of new liable crimes in relation to Legislative Decree 231/2001, developments in case-law and doctrines and corporate organisational changes. By resolution of the Board of Directors downstream of a review and updating activity described in the preamble of this report, the current Acea SpA MOG was adopted, updated with the liable crimes introduced by the Decree.

As from the date of its establishment the Risk & Compliance function is responsible for monitoring developments in the normative concerning the administrative liability of Entities according to the provisions under Legislative Decree 231/01, collaboration with the Acea Supervisory Body for updating the MOG and coordination of the activities of the structures of the Group's Subsidiaries in order to update the related MOG.

As contemplated by the Acea MOG, the subsidiaries, for the purposes indicated in the Decree and after having identified their own activities that involve a risk of such offences and the most suitable measures to prevent the same, have adopted their own MOGs, consistent with the principles and the contents of that of the Parent Company, and they have appointed their own Supervisory Bodies.

In relation to the various types of offence provided under Legislative Decree 231/01 and the related sensitive activities, the MOG in fact identifies the Company's processes that are functional and instrumental for protecting against the risk activities and it recalls the relevant organisational and control principles which must characterise the organisational system and with which the recipients must comply in their activities of competence.

The Supervisory Body (“OdV”), set up pursuant to Legislative Decree 231/2001 has full and autonomous powers of initiative, action and control regarding the functioning, effectiveness and observation of the MOG, in order to prevent the risk of offences for which the Company could bear administrative liability.

The OdV supervises the effectiveness and adequacy of the MOG, monitoring its state of implementation and proposing any necessary updates to the Board of Directors. It must also report to Acea's competent bodies any breaches of the MOG, ascertained or subject to pending investigations, which could lead to liability bearing on the Company.

Art. 14, paragraph 2, of Law no. 183 of 12 November 2011, known as the “Stability Law”, amended art. 6 of Legislative Decree 231/2001, providing for the possibility of the Board of Statutory Auditors, for the purposes of the said Legislative Decree, to also adopt the role of the Supervisory Body. The Acea Board of Directors, at the meeting of 12 May 2016, pursuant to the aforesaid provision and in continuity with the choice adopted by the preceding Board of Directors, decided to take avail of the faculty of attributing the role of Supervisory Body, pursuant to Legislative Decree 231/2001, to the Board of Statutory Auditors for a period equal to duration of the Board's term in office as established by the appointing Shareholders' Meeting.

Superseding the previous composition of the OdV, the MOG approved by the BoD envisages the establishment of a separate body, formed of two external members who are experts on internal control and corporate criminal liability, as well as an internal member represented by the Internal Audit Function manager.

Consequently the Board of Directors proceeded with appointing a dedicated Supervisory Body for the period 1st January 2018 - 31st December 2020.

So as to guarantee full implementation of the Models of Acea and of its subsidiaries, in conformity with the Decree and/or settled case law:

- the information flows, as far as contemplated by the obligations of reporting to the OdV, which allow for monitoring significant transactions within the defined risk areas where the offences contemplated by Legislative Decree 231/2001 could be committed, have been defined and rendered systematic. Said information, acquired and managed for the main companies of the Group by means of a specific IT support, is accompanied by risk indicators which draw attention to specific transactions or activities;
- instruction and training activities have been developed regarding Legislative Decree 231/2001, the Company's MOG, the Code of Ethics and the Quality, Environment, Safety and Energy Systems;
- a special channel for reporting to the Supervisory Body any cases of non-observance of the Model has been created.

In compliance with the Code of Ethics and as explained in the Quality, Environment, Safety and Energy Policy, to prevent the risk of offences committed with breach of the accident prevention and environmental provisions of art. 25-septies (manslaughter or grievous or extremely grievous bodily harm committed with breach of the provisions on health and safety in the workplace) and of art. 25-undecies (Environmental offences) of Legislative Decree 231/2001, Acea maintains that the Group's strategic choice to promote the circulation and implementation of the Management System, certified according to the standards ISO 9001, ISO 14001, OHSAS 18001 and ISO 50001 (QASE management systems), already

adopted by the main companies of the Group, is fundamental. The Board of Directors attributes a specific annual budget to the OdV of 25,000.00 Euros (twenty-five thousand point zero zero) in order to guarantee and establish the autonomous “power of initiative and control” which Legislative Decree 231/2001 grants the latter.

10.4 STATUTORY AUDIT COMPANY

Pursuant to art. 22-bis of the Articles of Association in force, the certified audit of the accounts is carried out by an auditing firm appointed and operating pursuant to law and pursuant to the regulations dictated for issuing companies listed on regulated markets. In particular, it verifies that the accounts have been regularly kept and that the management events have been correctly recorded in the accounts during the period, and it also verifies the Company's financial statements and the consolidated financial statements of the period. The Shareholders' Meeting called to approve the financial statements for the year ended 31 December 2016, held on 27 April 2017 in conformity with the provisions of law then in force, by recommendation of the Board of Statutory Auditors, conferred *PricewaterhouseCoopers* SpA the assignment of auditing the Company's financial statements and the consolidated financial statements for a term of nine financial years - specifically 2017-2025 in other words until the approval of the financial statements of the last year of the said mandate - and established the relative fees. In the performance of its activity, the Auditing Firm had access to the Company's information and data, in both documental and electronic format, its archives and assets and to those of its subsidiaries.

10.5 THE FINANCIAL REPORTING OFFICER AND THEIR OTHER CORPORATE ROLES AND FUNCTIONS

10.5.1 The Financial Reporting Officer

The figure of the Financial Reporting Officer, introduced by Law 262/05, was adopted by Acea with an amendment to the Articles of Association of 13 November 2006, which requires this figure to be appointed by the Board of Directors.

In its meeting of 3 August 2017, the Board of Directors of Acea SpA, chaired by Luca Alfredo Lanzalone, resolved to appoint - effective as from 1 September 2017 - Giuseppe Gola as Financial Reporting Officer for Acea SpA, pursuant to art. 154-bis of Legislative Decree no. 58/1998, who also assumed the office of Finance and Control Administration Director of Acea SpA.

The Financial Reporting Officer must introduce and maintain the Control System for financial information and, together with the Managing Director, issue a specific certification according to the model circulated by Consob.

In particular, in accordance with the Regulations approved by the Board of Directors of 20 February 2008, he must perform the following duties:

- to provide adequate administrative and accounting procedures for the preparation of the Company's financial statements, the consolidated financial statements and the six-monthly interim report;
- to ensure that the financial statements are drafted in compliance with the applicable international accounting standards;
- to ensure that the Company's deeds and communications disclosed to the market and the relative accounting statements, including the interim reports, correspond to the documentary evidence, the Company's books and the accounting entries;
- to assess, together with the Internal Control Committee, (a) the adequacy of the accounting principles adopted, and (b)

their standardisation for the purposes of the drafting of the consolidated financial statements.

The Financial Reporting Officer has issued the certification, together with the Managing Director, in compliance with art. 154-bis of the TUF, without remarking any aspects worthy of note.

10.5.2 Risk & Compliance Function

As from September, the Board of Directors integrated the Risk & Compliance Function into the macrostructure, establishing a fundamental safeguard for the governance and management of the SCIGR. The function has the task, amongst others, of identifying, describing and measuring the main risk factor which could jeopardise the achievement of the Group's strategic objectives, support the management in defining plans of action for bringing the risk back to a level deemed as acceptable and monitoring the implementation thereof. In this context and as further detailed in the internal control and risk management System Guidelines, approved on 15 February 2018, the new function is assigned with:

- defining and developing the method of assessment and prioritisation of risks according to the indications provided by the Self-Governance Code and best practice of reference;
- coordinating the management of the periodic risk assessment process, in which the risk owner is responsible, in relation to first level controls, for identifying and assessing the risks of their competence, identifying adequate mitigation strategies and monitoring their status of progress;
- coordinating and monitoring the development and implementation, by the organisational structures of reference, of instruments and operating processes aimed at guaranteeing adequate informatory flows of risk management and compliance;
- guaranteeing adequate informatory flows in summary reports regarding risk to the Assigned Director, Control and Risks Committee and the corporate bodies of reference, according to the information received from the structures.

Merging into the Function were the activities, already allocated into various corporate structures and functions, pertaining to: the management of the CRSA, insurance risk management, control and monitoring of commodity risks, update of the Organisational and Management Model as per Legislative Decree 231/01, Privacy and Antitrust compliance and the integrated certification systems. Therefore apart from continuing activities already present in the merged organisational units, the new Function has the task of initiating plans for the fulfilment of the other assigned duties.

In particular, within the sphere of the Risk & Compliance Function, the Enterprise Risk Management Unit was established, having the following responsibilities:

- definition and development of the method for assessing and prioritising risks according to the indications provided by the Self-Governance Code and the best practice of reference;
- coordinating the management of the periodic risk assessment process, in which the risk owner is responsible, in relation to first level controls, for identifying and assessing the risks of their competence, identifying adequate mitigation strategies and monitoring their status of progress;
- coordinating and monitoring the development and implementation, by the organisational structures of reference, of instruments and operating processes aimed at guaranteeing adequate informatory flows of risk management and compliance;
- guaranteeing adequate informatory flows in summary reports regarding risk to the Assigned Director, Control and Risks Committee and the corporate bodies of reference, according to the information received from the structures.

10.5.3. Post Audit Committee

A Post Audit Committee was established in January 2018, it is chaired by the Director assigned to the SCIGR, having the task of

analysing corrective interventions identified by the management downstream of the internal audit activities and monitoring the realisation times thereof.

10.6 COORDINATION AMONG SUBJECTS INVOLVED IN THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

In order to allow the various subjects involved in the SCIGR to adequately perform the role assigned in relation to such system, specific informatory flows are defined among the various levels of control and the competent management and control bodies, duly coordinated in terms of content and timeframes.

The Guidelines of Acea's Internal Control and Risk Management System contemplate a series of activities for the coordination between the various subjects involved in the System, in order to ensure continuous monitoring of the adequacy and functioning of the said System, and to facilitate the efficient exchange of information. Put briefly, the relative procedures include:

- periodic coordination meetings regarding, in particular, the processing of the financial information and the assessment, monitoring and mitigation of the risks (economic-financial, operational and compliance risks);
- information flows between the subjects involved in the Con-

trol and Risk Management System;

- coordination meetings and joint meetings with the Board of Statutory Auditors, the Control and Risks Committee, the external Auditing Firm, the Financial Reporting Officer and the Internal Audit Function Manager;
- structured information flows on the part of the subjects responsible for the second level controls to the top management, the Internal Audit Function and the Supervisory Bodies;
- communication flows between the Internal Audit Function and the Risk & Compliance Function to support the specific activities of competence. In particular, the Risk & Compliance Function informs the Internal Audit Function about the main corporate risks useful for preparing the risk-based Audit Plan proposal and receives the results of the internal audit activities where relevant to performing its task;
- structured information flows between the Supervisory Bodies of Acea's subsidiaries and the issuer's Supervisory Body;
- periodic reports to the Board of Directors;
- assistance to the Internal Audit Function in its activities in the role of Acea's Supervisory Body and to those of the subsidiaries;
- attribution to the Board of Statutory Auditors of the role of the Supervisory Body pursuant to Legislative Decree 231/2001. During 2017, effective as of 1st January 2018, the Board of Directors decided to appoint a dedicated Supervisory Body.

11. DIRECTORS' INTERESTS AND RELATED PARTIES TRANSACTIONS

Prior to discussion on each item on the agenda during the board meeting, every director must report any interests that it holds, directly or on behalf of third parties, connected with the topics or questions to be dealt with, specifying the nature, the terms, the source and the extent.

With regard to transactions with related parties, the procedure for such transactions, issued pursuant to art. 2391-bis of the Civil Code and adopted in accordance with the principles dictated by the "Regulations on Transactions with Related Parties" of Consob resolution no. 17221 of 12 March 2010 and successive amendments, effective as of 1 January 2011, was amended by the Board of Directors on 18 December 2013, entering into force on 1 January 2014, and it applies to transactions carried out directly by Acea, or companies directly or indirectly controlled individually by the latter, and related parties.

Depending on the amount, the transactions are divided as follows:

- transactions of *Major Relevance*, in which at least one of the indices of relevance, indicated in Annex 3 of the aforesaid Regulations of Consob resolution no. 17221 of 12 March 2010 as successively amended, is above the threshold of 5%, which must be approved by the Acea SpA Board of Directors;

- transactions of *minor value* with a counter-value of not more than Euro 200,000.00 (two hundred thousand);
- transactions of *Minor Relevance*, which includes all the transactions with related parties that cannot be classified as of major relevance or of minor value.

According to the procedure, before the approval of a transaction with a related party, whether of Major or Minor Relevance, the Transactions with Related Parties' Committee expresses an opinion on the Company's interest in the execution of the transaction and on the convenience and on the substantial correctness of the related conditions.

At present, the OPC is composed of three independent directors, namely: Fabrice Rossignol, as coordinator, Michaela Castelli and Massimiliano Capece Minutolo Del Sasso.

The Board of Directors has confirmed the allocation of an annual budget for 2018 of 50,000.00 Euros (fifty thousand point zero zero) for the Committee so as to allow the latter, should it be deemed necessary, to confer external mandates instrumental to the performance of its duties.

For further details, please refer to the website www.acea.it in the "Corporate Governance" section.

12. APPOINTMENT OF THE AUDITORS

In compliance with the provisions of law and of the Articles of Association, the Board of Statutory Auditors is composed of three standing auditors and two alternative auditors, appointed by the Ordinary Shareholders' Meeting for a term of three financial periods, and they can be re-elected on expiry of their mandate.

There must be a gender balance in the composition of the Board of Statutory Auditors, as governed by law.

The Board of Statutory Auditors is appointed, in compliance with art. 22 of the Articles of Association, by the same methods as those for the appointment of the Directors, illustrated above. Half plus one of the standing auditors to be elected will be drawn from the list that has obtained the majority of votes, in the progressive order in which they are placed on the list, rounded down to the nearest whole number in the case of a fractioned number, and one alternative auditor.

For the other members of the Board of Statutory Auditors, those elected who have obtained the first and second highest percentage on the minority lists will be designated as standing auditor and al-

ternative auditor respectively; pursuant to the combined provision of arts. 15 and 22 of the Articles of Association, in case of equal percentage, the standing auditor will be the one on the minority list that has obtained most votes. In any case, at least one standing auditor must be elected by the minority shareholders. If an auditor leaves office during a financial period, the alternative auditor on the same list as the outgoing auditor will take his/her place.

The appointment of auditors who, for any reason, are not elected according to the above-illustrated procedure, must be approved by a Shareholders' Resolution passed with the majority required by law.

The Chairman of the Board of Statutory Auditors will be chosen from those effectively elected from the minority list.

Therefore, under the present election system, the lists can be presented by shareholders which, alone or together with other shareholders, represent at least 1% of the share capital. The lists must be presented to the Company's head office and they will be published by Acea in at least three national daily newspapers.

13. COMPOSITION AND OPERATION OF THE BOARD OF AUDITORS (as per art. 123 bis, paragraph 2, letter d, TUF)

The current Board of Statutory Auditors was appointed by the Ordinary Shareholders' Meeting of 28 April 2016 and its mandate will expire on the approval of the financial statements for 2018.

For the appointment by the Shareholders, two lists were presented: List no. 1 presented by Roma Capitale with three candidates, Corrado Gatti, Rosina Cichello and Lucia Di Giuseppe and List no. 2 presented by the shareholder Fincal SpA with two candidates, Enrico Laghi and Carlo Schiavone; List no. 1 was voted by 68.94% and List no. 2 by 30.89% of the voters.

According to the appointments at that Meeting, the Board of Statutory Directors is formed, as described in *Table no. 3*, by the components below, a brief professional description of whom is given, in compliance with art. 144 – decies of the Issuers' Regulations:

- **Enrico Laghi, Chairman.** Full professor of business economics at "La Sapienza" University of Rome; he is a member of the Institute of Chartered Accountants of Rome and listed on the Register of Certified Auditors;
- **Corrado Gatti, statutory auditor.** Full professor of economics and business management at "La Sapienza" University of Rome. He holds the office of board member, auditor and chairman of the board of auditors of companies and entities. He is advisor on strategic, organisational and financial aspects for several private and public companies. He is a member of the Institute of Chartered Accountants of Rome, and registered in the Register of Certified Auditors and on the Register of Expert Witnesses of the Court of Rome.
- **Rosina Cichello, statutory auditor.** A graduate in economics and business studies from "La Sapienza" University of Rome. She is a member of the Institute of Chartered Accountants of Vibo Valentia and is listed on the Register of Certified Auditors. She is a tax consultant and an auditor for various private companies.
- **Lucia Di Giuseppe, alternative auditor.** A graduate in economics and business studies from "La Sapienza" University of Rome. She is a member of the Institute of Chartered Accountants of Avezzano and Marsica (AQ) and is listed on the Register of Certified Auditors and on the Register of Expert Witnesses of the Court of Avezzano. She provides administrative, commercial, tax and labour law advisory services for joint stock companies, partnerships, professionals and individual entrepreneurs.
- **Carlo Schiavone, alternative auditor.** A graduate in economics

and business studies from Rome University. He is a member of the Institute of Chartered Accountants of Rome and is listed on the Register of Certified Auditors. He has held office as statutory auditor for listed companies and important national banking groups.

The auditors have been chosen amongst people who can be qualified as independent and they must act with autonomy and independence, also as regards the shareholders that have elected them. The Independence of the auditors is assessed by Acea in accordance with the law and art. 3 of the Code.

After the appointment of an auditor who qualifies him/herself as independent, and successively at least once a year, the Board of Statutory Auditors, on the basis of the information provided by the person concerned or however available to Acea, assesses the relations that could, or which could apparently, compromise the independent judgement of said auditor.

The Board of Statutory Auditors receives from the Board of Directors, at the Board of Directors' meetings, information on the activity performed by the Board of Directors, by directly participating in the Board of Directors' meetings and by examination of the material which illustrates the items on the agenda, which it receives in advance in the same format and within the same terms as the documentation received by the Board Directors.

The Board of Statutory Auditors exercises the powers and performs the duties contemplated by the provisions in force.

The Board of Statutory Auditors, in the performance of its activity, cooperates with the Internal Audit Function prevalently by periodic meetings for the illustration of the work plan of the independent monitoring activities and of the results of the main actions carried out during the period.

The Board of Statutory Auditors also cooperates with the Control and Risks Committee, by the participation of the Chairman and/or the Auditors at the meetings.

During the period, the Board of Statutory Auditors held 18 meetings, with an average duration of 1 hour 52 minutes, regularly attended by the statutory auditors.

In 2018, at the date of this Report, the Board of Statutory Auditors has held 5 meetings, with an average duration of approximately 2 hours, one of which held jointly with the Control and Risks Committee.

14. RELATIONS WITH THE SHAREHOLDERS

(as per art. 123 bis, paragraph 2, letter a), TUF)

Price-sensitive information regarding the Company is precisely and immediately disclosed to the market and to the relative Supervisory Authorities. The information in question is constantly updated and made available on the Company's Internet site at www.acea.it.

Acea's organisational structure includes an Investor Relations Department, which hierarchically reports to the Managing Director, the Manager of which is Ms Elvira Angrisani.

On the approval of the annual, six-monthly and quarterly results of the Business Plan and of the execution of possible extraordinary price sensitive transactions, the Company organises special conference calls with institutional investors and financial analysts.

Conference calls were held in 2017 with the financial community

upon the approval of the annual and interim results of the 2018-2022 Business Plan; road-shows were held in the main national and international cities (Rome, Milan, London and Paris), during which one-to-one meetings took place as well as presentations to large audiences of about 160 equity investors, buy side analysts and investors/credit analysts; the Company participated in Utility Conferences organised by the main merchant banks.

In addition, to ensure timely notification to Shareholders and Investors, corporate documents, press releases, notices and other information concerning the Group is published on the Company's Internet site (www.acea.it) within the terms laid down by the laws in force.

15. SHAREHOLDERS' MEETINGS (as per art. 123 bis, paragraph 2, letter c, TUF)

The organisational regulation for the Shareholders' meeting is contained in the Acea SpA Articles of Association which, in addition to referring to the provisions of law, dedicates Articles 10, 11, 12, 13 and 14 to the Shareholders' Meeting.

As at 31 December 2017 and to date, art. 10 sets out the methods for calling the Shareholders' Meeting, establishing, under art. 10.3, that "without prejudice to the powers of convocation contemplated by specific provisions of law, the Shareholders' Meeting, whether ordinary or extraordinary, is summoned by the Board of Directors by a notice containing indication of the day and place of the meeting and the list of matters on the agenda." Under paragraph 4 of the same article, it is also stated that the Meeting can be held elsewhere than at the registered office, providing it is held in Italy.

"The notice is published on the Company's Internet site, in the Official Journal of the Italian Republic and in the daily newspaper *"Il Sole - 24 Ore"* within the terms laid down by the laws in force. The meeting can be summoned also more than twice. The convocation notice can establish that the meeting will be held, on a different day, on second, third or ulterior convocation, if the quorum required by law for its constitution is not reached on the preceding convocation" (art. 10.4 of the Articles of Association).

Art. 11.1 rules that "The Ordinary Shareholders' Meeting must be held at least once a year for the approval of the financial statements within 120 days from the closure of the financial period, or within 180 days of the said closure in the case of the conditions contemplated by art. 2364 of the Civil Code".

Art. 11.2 rules that "The Extraordinary Shareholders' Meeting is held whenever it is necessary to pass a resolution reserved to the same by law".

Art. 11.3 rules that "The Shareholders' Meeting, whether ordinary or extraordinary, is also held when requested by as many Shareholders as represent the percentages contemplated by the laws in force, and the request must specify the items to be discussed, or when requested by the Board of Statutory Auditors or members of the same in the cases contemplated by law.

In addition, as many Shareholders as represent the percentages contemplated by the laws in force may request, in respect of the terms laid down by the laws in force, additions to the subjects to be discussed, indicating in the request the additional items that they propose. The convocation and the addition of items to the agenda at the request of Shareholders are not admitted on matters on which the Shareholders' Meeting is obliged by law to pass resolutions on Directors' proposals or on the basis of a project or a report prepared by the Directors".

Art. 12 of the Articles of Association expressly states that the majorities necessary for the Meeting, whether ordinary or extraordinary, and its resolutions to be quorate are those contemplated by law.

Art. 13.1 of the Articles of Association rules that "entitlement to participate in the Shareholders' Meeting and to exercise the right to vote is testified by a communication to the issuer made by the intermediary, in conformity with the accounting evidence, in favour of the subject holding the right to vote, according to the procedures and terms laid down by the laws in force" (the so-called "record date").

Art. 13.2 provides for the Shareholders entitled to participate in the Meeting to be represented pursuant and according to the procedures of law.

In addition, the same art. 13 provides that "with the exception of Roma Capitale or its subsidiaries that have become shareholders, the voting right cannot be exercised, directly or by proxy, for more than 8% of the share capital".

To this regard, it is necessary to pay attention to art. 6 of the Arti-

cles of Association, which, however, provides that: "with the exception of Roma Capitale and its subsidiaries that have become shareholders, no shareholder may hold a stake of more than 8% of the share capital. In the case of non-observance, the shareholder may not exercise the voting right on the shares in excess of that limit and resolutions adopted with the determining vote of such shares that should not bear voting rights according to this art. 6, can be challenged pursuant to and according to the procedures of art. 2377 of the Civil Code. Shares for which the voting right cannot be exercised are calculated in any case for the purpose of ascertaining that the Meeting is quorate" (art. 6.1 of the Articles of Association).

"The aforesaid limit also applies to stakes held by the group to which each shareholder belongs, i.e.:

- a group formed of natural or legal persons which, directly or indirectly, control, are controlled by or are affiliates of the shareholder;
- a group formed of subjects connected to the shareholder, even if they do not have a corporate form;
- a group formed of natural or legal persons which, directly or indirectly, explicitly or by determining behaviour, have entered into or, in any case, adhere to agreements of the type contemplated by art. 122 of Legislative Decree 58/98, if such agreements regard at least 8% of the capital with voting rights.

Control and affiliation, for the purposes of this art. 6, are considered as recurrent in the cases contemplated by art. 2359 of the Civil Code." (art. 6.2 of the Articles of Association).

According to point no. 3 of art. 6, the limit referred to in art. 6, point 1, also applies in the case of:

- "shares held by members of the shareholder's family, understood as composed of the shareholder, his/her spouse, unless they are divorced, and their cohabiting children and/or children still economically dependent on the shareholder;
- shares held by a natural or legal person through a subsidiary or a trust or by proxy;
- shares held directly or indirectly that are restricted by lien or usufruct, if the relative voting rights are held by the lien creditor or the usufructuary;
- shares subject to repurchase agreement, which will be taken into account with regard to the giver-over and the hedger."

Point 4 of art. 6 also establishes that "anyone that holds Company shares in excess of 8% of the share capital must inform the Company in writing within the twenty days following the transaction which resulted in this limit being exceeded".

Another restriction laid down under point 5 of art. 6 is that "shareholders that have not contributed to the approval of the resolutions regarding the introduction or the removal of restrictions on the circulation of the shares do not have the withdrawal right".

Art. 13.3 provides that: "To facilitate the collection of proxies from shareholding employees of the Company, its subsidiaries and affiliates and shareholders' associations, with the requisites contemplated by the relative provisions in force, specific spaces are made available for the communication and the collection of the proxies.

If a proxy is conferred electronically, according to the procedures contemplated by the regulations in force at any moment, said proxy may be communicated via the Company's Internet site according to the procedures specified in the notice of convocation".

On 3 November 2000, the Ordinary Shareholders' Meeting approved the adoption of Regulations (available on the Internet site at www.acea.it) that discipline the ordered functioning of the Shareholders' Meeting. The approved Regulations are the result of

in-depth study carried out on the texts prepared by the various Study Commissions set up by the various category associations, and in particular they are based on the results of the studies carried out by Assonime. Art. 7. 3 of the said Regulations disciplines the procedures which guarantee the shareholder's right to take the floor on the topics under discussion, and in particular:

"The request to take the floor on the single items on the agenda may be presented to the Chairman (of the Shareholders' Meeting) from the moment the Meeting is constituted until the Chairman of the Meeting declares the discussion on the item closed. In giving the floor, the Chairman of the Shareholders' Meeting normally follows the order of the presentation of the requests for the floor. Each shareholder may take the floor only once on each item on the agenda, and for no more than 10 minutes."

The Board of Directors has reported to the Shareholders' Meeting the activity performed and programmed, thus ensuring that the shareholders are correctly informed on the elements necessary to allow them to take informed decisions on the matters of their competence. The Board of Directors considers the Shareholders' Meeting to be a particularly significant moment for its relations with the shareholders; therefore it makes all efforts, as far as falling within its competence, to encourage and facilitate the broadest participation possible of the shareholders at the Meetings.

In financial year 2017 and to date, no significant changes have taken place in the capitalisation of the Acea shares or in the composition of its corporate bodies, that could harm the prerogatives of the minority shareholders.

16. OTHER CORPORATE GOVERNANCE PRACTICES (as per art. 123 bis, paragraph 2, letter a), TUF)

The Ethics and Sustainability Committee (formerly Ethics Committee)

The Ethics Committee was established by resolution of the Board of Directors on 26 July 2001.

In December the BoD approved the Committee Regulation which attributes specific tasks on the matter of supervising matters of sustainability associated to exercising corporate activities and interaction dynamics with all the stakeholders, in accordance with the recommendations of the Self-Governance Code and consequently changed its name from Ethics Committee to Ethics and Sustainability Committee.

The Committee is a panel body having full and autonomous powers of action and control designated with providing propositional and advisory support to the Board of Directors within the context of corporate ethics and environmental, social and governance topics (ESG - *Environmental, Social and Governance*).

The composition and operation of the Committee are disciplined by specific Regulations approved by the Board of Directors.

The Committee is formed of three directors, to be precise Gabriella Chiellino (Chairman), Michaela Castelli and Giovanni Giani, who are all independent directors. Ms. Chiellino has adequate experience in environmental matters and/or corporate social responsibility, this is assessed by the Board of Directors upon appointment.

The Committee has the duty to assist the Board of Directors with investigative functions of a propositional and advisory nature, in the appraisals and decisions related to ethics and sustainability.

So as to fulfil its responsibilities, it carries out the following duties:

- a. It promotes the integration of sustainability in the strategies and culture of the company and favours its circulation among employees, shareholders, users, the territory and all the stakeholders in general;
- b. It supervises matters of sustainability, also in relation to the reporting contexts provided under Legislative Decree 254/2016, associated to exercising corporate activities and the dynamics of interaction of the latter with all the stakeholders and examines the main corporate rules and procedures proving to be of relevance upon comparison;
- c. Examine the guidelines of the Sustainability Plan and the procedures for implementing them;
- d. Monitoring the implementation of Sustainability Plan approved by the Board of Directors;
- e. Examine the no profit strategies of the company;
- f. Monitor, regarding matters of competence, the adequacy of the Code of Ethics and its effective implementation;
- g. Express, by request of the Board of Directors, opinions on other matters regarding sustainability;
- h. Report to the Board of Directors, at least on a half-yearly basis and no later than the term for approving the annual or interim financial report, about the activity carried out;
- i. Liaise with the pertinent corporate structures and bodies in relation to aspects of ethics and sustainability.

The Code of Ethics was adopted by Acea as from 2001 and the

current version was approved by the BoD of Acea SpA on 22 February 2012. A review of the text of the Code of Ethics was initiated during 2017 and is still in progress, having the objective of actualising the content thereof and strengthening content pertaining to sustainability and the elements for ensuring that its observance is efficiently monitored.

The Code of Ethics is a fundamental element in the control environment of Acea, which circulates the knowledge thereof among personnel, both upon recruitment and in cyclical training activities, also carried out in e-learning mode. Compliance with the Code is explicitly required of employees, suppliers and all those contributing in the Company's activity (advisors, collaborators, etc.).

By resolution of their Boards of Directors, the subsidiaries transposed the Acea SpA Code of Ethics, which forms an integral part of the Organisational and Management Models as per Legislative Decree 231/2001.

Among the instruments implementing the Code, Acea adopted a procedure for managing reports of presumed violations of the principles of the Code and the Organisational and Management Model (whistleblowing) which ensures confidentiality and protects the whistleblowers in good faith.

In accordance with the principles set out in the Code of Ethics, Acea has also brought about the promotion of a culture of equal opportunities and management and valorisation of diversity by means of adopting, with resolution of 10 November 2014, a Diversity Management Charter and establishing an dedicated Diversity Committee, pursuing a diversified approach to managing people which is aimed at creating an inclusive working environment capable of favouring the expression of individual potential and using it as a strategic lever for the Company's purposes. The Diversity Committee is chaired by the Chairman del BoD, who delegated such function to the Chairman of the Ethics and Sustainability Committee.

In the context of the Human Resources Development Function, the People Involvement Unit is assigned with the responsibilities of defining, in collaboration and with the support of Business and the players involved for various reasons, the guidelines and policies on the matter of People Care and Diversity & Inclusion Management and to develop initiatives aimed at valorising the differences and the unique contribution of each employee.

In addition to monitoring the effective implementation of the Code of Ethics and in order to foster the concrete application of the principles of sustainable development affirmed in the Code of Ethics, the Ethics and Sustainability Committee, carried out a survey in 2017 on the awareness on the part of the managers of the issues connected to sustainability and their reflection in decision-making and strategic processes.

The Board of Directors confirmed the allocation of an annual budget for 2018 of 25,000.00 Euros (twenty-five thousand point zero zero) for the Committee.

The Committee, in the performance of its duties, coordinates its activity with that of the Supervisory Body.

17. CHANGES SINCE THE CLOSURE OF THE FINANCIAL YEAR

The changes that have taken place after closure of the period until this day are described in the specific sections.

For the Board of Directors
The Chairman
Luca Alfredo Lanzalone

TABLES

TABLE 1: INFORMATION ON THE OWNERSHIP STRUCTURE

SHARE CAPITAL STRUCTURE				
	N° of shares	% of share capital	Listed on Borsa Italiana's online stock exchange	Rights and obligations
Ordinary shares	212,964,000	100%	100%	
Shares with restricted voting rights	-----			
Shares without voting rights	-----			

OTHER FINANCIAL INSTRUMENTS (attributing the right to subscribe newly issued shares)				
	Listed (indicate the markets) / not listed	N° of instruments in issue	Category of shares to serve conversion/exercise	N° of shares to serve conversion/exercise
Convertible bonds	-----	-----	-----	-----
Warrants	-----	-----		

RELEVANT STAKES From the Consob website as of 14 March 2018			
Declarant	% of ordinary capital		% of voting capital
ROMA CAPITALE	Roma Capitale	51%	51%
SUEZ ENVIRONNEMENT COMPANY SA	Suez Sa	10.850%	23.333%
	Suez Italia SpA	12.483%	
	Viapar Srl	0.939%	
CALTAGIRONE FRANCESCO GAETANO	Fincal SpA	2.677%	5.006%
	So.fi.cos. Srl	0.780%	
	Viafin Srl	0.610%	

TABLE 2: STRUCTURE OF THE BOARD OF DIRECTORS AND COMMITTEES AS AT 31/12/2017
BOARD OF DIRECTORS

Office	Members	Year of birth	Date of first appointment*	In office since	In office until	Lists (M/m)**	Exec.	Non-Exec.
Chairman	Luca Alfredo Lanzalone	1969	27/04/2017	27/04/2017	31/12/2019	M	x	
AD	Stefano Antonio Donnarumma	1967	27/04/2017	27/04/2017	31/12/2019	M	x	
Director	Michaela Castelli	1970	27/04/2017	27/04/2017	31/12/2019	M		x
Director	Gabriella Chiellino	1970	27/04/2017	27/04/2017	31/12/2019	M		x
Director	Liliana Godino	1962	27/04/2017	27/04/2017	31/12/2019	M		x
Director	Giovanni Giani	1950	coop. BoD 29/11/2011 Ass. 04/05/2012	27/04/2017	31/12/2019	m		x
Director	Alessandro Caltagirone	1969	27/04/2017	27/04/2017	31/12/2019	m		x
Director	Massimiliano Capece Minutolo Del Sasso	1968	23/04/2015	27/04/2017	31/12/2019	m		x
Director	Fabrice Rossignol	1964	27/04/2017	27/04/2017	31/12/2019	m		

No. meetings held in financial year 2017: 10

Control and Risks Committee : 5

DIRECTORS LEAVING OFFICE DURING FINANCIAL YEAR 2017

Office	Members	Year of birth	Date of first appointment*	In office since	In office until	Lists (M/m)**	Exec.	Non-Exec.
Chairman	Catia Tomasetti	1964	05/06/2014	05/06/2014	31/12/2016	M	x	
AD/DG•	Alberto Irace	1967	05/06/2014	05/06/2014 BoD 09/06/2014 (MD)	31/12/2016	M	x	
Director	Elisabetta Maggini	1982	05/06/2014	05/06/2014	31/12/2016	M		x
Director	Paola Antonia Profeta	1972	05/06/2014	05/06/2014	31/12/2016	M		x
Director	Francesco Caltagirone	1968	29/04/2010	05/06/2014	31/12/2016	m		x
Director	Giovanni Giani	1950	coop. BoD 29/11/2011 Ass. 04/05/2012	05/06/2014	31/12/2016	m		x
Director	Roberta Neri	1964	23/04/2015	23/04/2015	31/12/2016	M		x
Director	Massimiliano Capece Minutolo Del Sasso	1968	23/04/2015	23/04/2015	31/12/2016	m		x
Director	Angel Simon Grimaldos	1961	coop BoD 28/06/2016	28/06/2016	31/12/2016	m		

N. meetings held in financial year 2017: 4

Control and Risks Committee: 6

Quorum required to present lists for the election of the Board of Directors (as per art. 147-ter TUF): 1% of voting shares

NOTES

• This symbol indicates the director appointed for the Internal Control and Risks Management system.

* The date of first appointment of each director means the date that such director was appointed for the (very) first time to the BoD of Acea SpA.

** This column indicates the list from which each director was taken ("M": majority list; "m": minority list).

BOARD OF DIRECTORS					Control and Risks Committee			Appoint. and Remun. Committee		Ethics and Sustainability Committee *****	
Office	Members	Indep. as per Code	Indep. as per TUF	No. of other offices***	(1)	(2)	(1)	(2)	(1)	(2)	(1)
Chairman	Luca Alfredo Lanzalone			-----	10/10						
AD	Stefano Antonio Donnarumma			-----	10/10						
Director	Michaela Castelli	x	x	4	10/10	P	5/5			M	7/7
Director	Gabriella Chiellino	x	x	-----	10/10			M	6/6	P	7/7
Director	Liliana Godino	x	x	-----	10/10	M	5/5	P	6/6		
Director	Giovanni Giani	x	x		8/10	M	4/5	M	6/6	M	4/7
Director	Alessandro Caltagirone	x	x	6	9/10						
Director	Massimiliano Capece Minutolo Del Sasso	x	x	7	10/10	M	5/5	M	6/6		
Director	Fabrice Rossignol	x	x	-----	8/10						

Appointments and Remuneration Committee: 6

Ethics and Sustainability Committee***: 7

DIRECTORS LEAVING OFFICE DURING FINANCIAL YEAR 2017					Control and Risks Committee			Appoint. and Remun. Committee		Ethics Committee *****	
Office	Members	Indep. as per Code	Indep. as per TUF	No. of other offices***	(1)	(2)	(1)	(2)	(1)	(2)	(1)
Chairman	Catia Tomasetti			-----	4/4						
AD/DG•	Alberto Irace			-----	4/4						
Director	Elisabetta Maggini	x	x	-----	4/4	M	6/6	P	8/8	M	---
Director	Paola Antonia Profeta	x	x	1	4/4					P	---
Director	Francesco Caltagirone			6	3/4						
Director	Giovanni Giani			-----	4/4	M	5/6	M	7/8	M	---
Director	Roberta Neri	x	x	1	4/4	P	6/6	M	8/8		
Director	Massimiliano Capece Minutolo Del Sasso	x	x	6	4/4			M	8/8		
Director	Angel Simon Grimaldos			-----	2/4						

Appointments and Remuneration Committee: 8

Ethics Committee***: --

*** This column indicates the number of offices that directors or statutory auditors hold in other financial, banking or insurance companies or companies of relevant dimensions listed on regulated markets, also abroad. The offices are explained in full on the last page of the Corporate Governance Report.

(1) This column indicates the directors' participation in the meetings of, respectively, the BoD and committees.

(2) This column indicates the qualification of the Director within the Committee: "P": Chairman; "M": member.

****The Ethics Committee was renamed the Ethics and Sustainability Committee by resolution 52 of 15 December 2017.

**TABLE 3: STRUCTURE OF THE BOARD
OF AUDITORS AS AT 31/12/2017**

BOARD OF AUDITORS
Quorum required to present lists upon the last appointment: 1% of voting share

Office	Member	Year of birth	Date of first appointment *	In office since	In office until	List (M/m)**	Independence as per Code	*** (%)	Number of other offices****
Chairman	Enrico Laghi	1969	2010	28/04/2016	31/12/2018	m	x	13/18	3
Statutory Auditor	Rosina Cichello	1967	2016	28/04/2016	31/12/2018	M	x	18/18	---
Statutory Auditor	Corrado Gatti	1974	2010	28/04/2016	31/12/2018	M	x	18/18	13
Substitute Auditor	Lucia Di Giuseppe	1966	2016	28/04/2016	31/12/2018	M	x	N.A.	N.A.
Substitute Auditor	Carlo Schiavone	1960	2016	28/04/2016	31/12/2018	m	x	N.A.	19

Number of meetings held during financial year 2017: 18

Quorum required to present lists for the election of the Board of Directors (as per art. 147-ter TUF): 1% of voting shares

NOTES

* The date of first appointment refers to the date on which the auditor was appointed for the (very) first time as a member of the issuer's Board of Auditors.

** This column indicates the list from which each auditor was taken ("M": majority list; "m": minority list).

*** This column indicates the participation of the auditors in the meetings of the Board of Auditors.

**** This column indicates the number of offices held as directors or auditors by the subjects concern, pursuant to art. 148-bis of the TUF and of the relative implementation provisions contained in the CONSOB Issuers Regulations. The full list of offices is published by CONSOB on its web-site in compliance with art. 144-quinquiesdecies of the CONSOB Issuers' Regulations.

**SCHEDULE 1.
COMPOSITION OF THE ACEA BOARD OF DIRECTORS AND OFFICES HELD BY THE DIRECTORS IN OTHER COMPANIES AS AT 31/12/2017**

Role	Name	Qualification	Other Offices (*)
Chairman	Luca Alfredo Lanzalone	Executive director	-----
Managing Director	Stefano Antonio Donnarumma	Executive director	-----
Director	Michaela Castelli	Independent director	Recordati SpA La Doria SpA Stefanel SpA NeXi SpA
Director	Gabriella Chiellino	Independent director	-----
Director	Liliana Godino	Independent director	-----
Director	Giovanni Giani	Independent director	-----
Director	Alessandro Caltagirone	Independent director	Aalborg Portland Holding A/S Unicredit Spa Cementir Holding Spa Caltagirone Spa Il Messaggero Spa Vianini Lavori Spa
Director	Fabrice Rossignol	Independent director	
Director	Massimiliano Capece Minutolo Del Sasso	Independent director	Ical 2 SpA Porto Torre SpA Energia SpA G.S. Immobiliare SpA Vianini SpA Immobiliare Caltagirone SpA Fincal SpA

(*) List of offices held as director or auditor by each Board Director in other companies listed on regulated markets, also abroad, in financial, banking and insurance companies or companies of relevant dimensions.

2017

FINANCIAL STATEMENTS OF ACEA SPA

ACEA GROUP CONSOLIDATED FINANCIAL STATEMENTS

ACEA SPA

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ACEA SPA

PIAZZALE OSTIENSE, 2
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ACEA.IT