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SIMONE MORI

Simone Mori, married with two children, is Founder of Nexus Advisory, a company providing advice in the areas of Policies, Regulation and Environment in the sectors of Energy and Infrastructure. Previously he covered several executive positions in the Enel Group. He has developed a deep understanding of the strategic and political context of European and global energy markets.

Founder and CEO, Nexus Advisory

Since October 2023

Head of Europe, Enel Group

2018 - 2023

The Enel Group is one of the leading global electricity operators. It is present in 32 countries and supplies energy to about 70 million consumers.

In 2018, he was appointed Head of Europe, coordinating Enel's activities in Russia, Romania, Slovakia and Greece, an area with revenues in 2021 of about €5.3 billion, an EBITDA of €761 million and 9400 employees. The scope also includes activities of smaller economic size, carried out by Enel X, Enel X-Way and Enel Green Power in other countries (UK, Ireland, Poland, Germany, France, etc.) in the areas of demand response, electric mobility and development of renewable energy sources.

In this role he had full P&L responsibility for commercial and staff activities, while he shared responsibilities with the business lines in the power generation, grids and trading segments.

Since 2020, he has contributed in the reduction of Enel's presence in the Europe Area through the sale of assets in Russia (2019 and 2022), Romania (2023) and Greece (2023).

He was also responsible for policy and advocacy activities vis-à-vis European Union institutions, coordinating the European Affairs function.

He has been member of the Board of Directors of Slovak Power Holding B.V., a company 50/50 owned by Enel and EPH, headquartered in Amsterdam, which holds 66% of the shares in Slovenské Elektrárne. He has been Vice Chairman of the Board of Directors of Enel Russia, a company listed on the Moscow Stock Exchange, until June 2022.

Head of European Affairs, Enel Group

2014 - 2018

From August 2014 to August 2018, he was responsible for the European Affairs function, representing Enel's interests vis-à-vis the European Union institutions.

The European Affairs function was responsible for defining and defending the company's interests on key energy and climate Policies&Regulation and antitrust and state aid issues at the European level. In this role he coordinated a team of about 35 experts based in Brussels, Rome, Athens, Bucharest and Madrid.

Head of Regulation, Antitrust, Environmental and Climate Policies, Innovation and Carbon Market, Enel Group **2006 - 2014**

From 2006 onward he has held several executive positions within Enel, reporting directly to the Group CEO. In particular, in 2006 he was appointed Director with responsibility for environmental regulation and policies for the Italian business scope.

From 2010 to 2014, he was globally responsible for regulatory, antitrust, environmental and climate policy, innovation and CO₂ markets. In this position he was responsible of a team of about 200 experts based in all major countries in which Enel was present.

He also served as Managing Director of Enel Trade with the responsibility for carbon markets and the Enel's portfolio of CO₂ credits of more than 200 million tons. Furthermore, he was responsible of Enel's Beijing office.

During this period, he was member of the Board of Directors of CESI, a subsidiary company of Enel which tests high-tech services and offers consultancy in the electricity field. He was also a Board member of the Spanish energy companies Viesgo Generación, Viesgo Distribución and Viesgo Mercado.

Head of Regulatory Affairs, Enel Group **1999-2006**

From 1999 to 2006 he was responsible for Enel's regulatory function, reporting to the Director of Regulatory and Institutional Affairs, coordinating a team of about 25 experts. In this role, he actively participated in Enel's IPO project (1999) and the liberalization processes of the Italian energy sector (1999-2002).

Personnel Management, Enel Group **1996-1999**

From 1995 to 1999, he held various positions in Enel's Human Resources Department. In particular, he was Assistant to the Head of Personnel from 1996 to 1997, Organization Analyst from 1997 to 1998 and Manager for HR Planning, reporting to the Head of Organization and Human Resources Development, from 1998 to 1999.

R&D – Technical Support, Central Engineering Laboratory, Enel Group **1990-1995**

In October 1990, he joined Enel's Central Engineering Laboratory in Piacenza as an expert in materials technology. Until 1995, he held various positions in the field of materials technology, environmental analysis and community funding of R&D activities.

RESPONSIBILITIES IN BUSINESS ASSOCIATIONS

Throughout his career, he has held numerous positions in business associations nationally and internationally.

Since 2021, he has represented Italian companies on the Board of Directors of Eurelectric, the European association of electric companies.

He has been a member of the Europe Committee of Confindustria since 2014. In the same field, he has held numerous positions of responsibility within Confindustria.

In 2016, he was appointed President of Assoelettrica, an association that represented the interests of conventional electricity companies. During his presidency, he promoted the merger between Assoelettrica and Assorinnovabili, the association that represented the majority of renewable generation companies. The merger, which resulted in the creation of Elettricità Futura, was the first example at the European level of integration between the representation of conventional and renewable operators. Since the expiration of his term as President in July 2020, he has been a member of the association's Executive Committee.

From 2007 to 2011 he was chairman of the Energy Committee and a member of the Board of Directors of Assolombarda. From 2008 to 2012 he had the same role in Unindustria Lazio.

From 2018 to 2020, he served as a member of the Confindustria General Council.

From 2014 to 2017, he was a member of the Advisory Board and the Support Group of Business Europe.

RESPONSIBILITIES IN THINK TANKS

Since 2016 he has been a board member of Bruegel, a leading international think tank active on financial and energy policy issues.

In Enel Foundation he was member of the Board from 2011 to 2014 and member of the Scientific Committee from 2015 to 2023.

Since 2019, he has been a member of the Board of Directors of the Centre on Regulation in Europe, a think tank focusing on regulation of energy, telecommunications and transport markets at the European level.

He was also a member, from 2018 to 2023, of the Scientific Committee of Eastwest European Institute.

Previously, he was a Senior Transatlantic Fellow of the German Marshall Fund of the United States, member of the Executive Committee of the Observatoire Méditerranéen de l'Energie and alumnus of the Young Leader program of the Consiglio per le Relazioni tra Italia e USA.

ACADEMIC ACTIVITY, RECOGNITION AND EDUCATION

He lectures at Luiss Guido Carli, teaching the course on Economics and Management of Energy Sources since 2007.

From 2005 to 2020, he taught the course on Economics and Management of Energy Resources at the Faculty of Engineering at La Sapienza University in Rome.

In 2005 he participated in the executive program on negotiation and decision making at Harvard Business School

In 2014 he participated in the executive program on organizational transformation at Harvard Business School

He received the Edgardo Curcio Manager of the Year award in 2017 and the AIEE Sustainable Energy Award in 2018.

He graduated in Physics in 1989 (University of Parma and Université Libre de Brussels, *magna cum laude*) and received an MBA in 1995 from the Management School of Luiss Guido Carli (Top Student of the Class award).