



Conpet SA
PROJECT
Candidate profile



CONTENTS

| | |
|--|----------|
| 1. Regarding the candidate's profile | 3 |
| 2. Description of its role, derived from the contextual requirements of the public enterprise and from the Letter of Expectations | 3 |
| 3. Description of the selection criteria | 6 |

1. Regarding the candidate's profile

In accordance with the provisions of Article 14 of Government Decision no. 639/2023, the candidate profile consists of two components:

- a) description of their role, derived from the contextual requirements of the public enterprise and from the Letter of Expectations;
- b) description of the selection criteria.

2. Description of its role, derived from the contextual requirements of the public enterprise and from the Letter of Expectations

With an existence under various names and organizational forms for over a century, CONPET SA operates the National Crude Oil, Gasoline, Ethane, and Condensate Transportation System by pipeline. The foundations of crude oil pipeline transportation activities were laid in 1900, with the construction of the first crude oil pipeline connecting the Buştenari area to the Băicoi railway station in Prahova County. In the same year, the joint-stock company "Conductul Naţional" was established, headquartered in Ploieşti, considered the predecessor of the current CONPET company.

The general objective of the Company is to operate the infrastructure safely for personnel, the environment, the population, and technological installations, as well as to ensure financial performance under medium- and long-term sustainability conditions, while providing services and products of appropriate quality according to customer needs, adapted to market requirements.

The strategic objectives established and assumed by the administrators through the Administration Plan for the period 2023–2027 have been defined in close correlation with the strategic directions, vision, and expectations of the supervisory authority and shareholders. The objectives of CONPET SA are as follows:

- Increasing efficiency and improving operational performance;
- Developing new activities, both related and unrelated to the core business;
- Ensuring effective management in human resources administration;
- Selecting company directors based on professionalism and integrity criteria;
- Ensuring modern management by implementing and maintaining risk management, control, ethics, integrity, and corporate governance processes;
- Ensuring a balance between the dividend policy and the policy regarding the provision of necessary funds for the investment programs undertaken by the company for development and modernization.

The administrators will aim to maximize the company's long-term profit and, implicitly, the value of dividends. The dividend policy will be responsible, prudent, and predictable, appropriate to the company's specific situation and also respecting its investment and development needs.

Additionally, the administrators, together with the executive management, must continuously ensure and improve the Quality Management System at the company level. The policy regarding quality management must meet the requirements and expectations of stakeholders.

Furthermore, the administrators will promote and maintain a sustained and formalized activity of informing and familiarizing all personnel with the principles and provisions of the procedural framework corresponding to the implementation of the National Anti-Corruption Strategy 2021-

2025, with legislation regarding whistleblowers, and will act consistently to maintain integrity at the organizational level.

The administrators will exercise their mandates with prudence and diligence, performing all necessary acts to achieve the company's business purpose. In carrying out their activities, the administrators will comply with the principles of ethics and integrity mentioned in the applicable legislation for commercial companies in general and for public enterprises in particular.

The administrators and executive management must ensure the maintenance and development of the Internal Managerial Control System (SCIM), in accordance with and pursuant to the standards of the *Order of the Secretary General of the Government no. 600/2018 regarding the approval of the Internal Managerial Control Code for public entities*, as well as by assimilating international best practices in the field as a basis for ensuring transparency to shareholders in particular, but also to all stakeholders in general.

In the selection procedures carried out in accordance with the provisions of the applicable corporate governance legislation, the following conditions and selection criteria are used, among others:

1. **general and specific conditions that must be met by candidates** – initial conditions whose fulfillment determines candidates' access to the selection procedure; these are general and position-specific conditions;
2. **selection criteria** – competencies and traits required of candidates in order to successfully fulfill the assigned role; these are individual criteria;
3. **criteria for establishing the Board of Directors** – a set of legal requirements imposed by applicable legislation, referring to the structure of a Board of Directors; these are collective criteria;

General conditions that must be met by candidates

- a) they are not in any of the situations provided for in Art. 4, Art. 12 para. (3), Art. 30 para. (9), or Art. 36 para. (7) of GEO no. 109/2011;
- b) they are not in the situation provided for in Art. 169 para. (10) of Law no. 85/2014 regarding insolvency prevention and insolvency procedures, as subsequently amended and supplemented;
- c) they are not in the situation provided for in Art. 73¹ of Law no. 31/1990 on companies, republished, as subsequently amended and supplemented;
- d) they are medically fit;
- e) they have full legal capacity;
- f) they have completed higher education with at least a bachelor's degree and have at least 7 years of experience in engineering, economic, social, legal sciences, or in the field of activity of the respective public enterprise;
- g) they have experience in managing companies or autonomous administrations;
- h) they meet all the conditions provided by Government Emergency Ordinance no. 109/2011 and Government Decision no. 639/2023.
- i)

SPECIFIC CONDITIONS THAT MUST BE MET BY CANDIDATES

ADMINISTRATOR A (1 position):

Candidates for the position of member of the Board of Directors, type A, are required to:

- a) have completed higher education with at least a bachelor's degree and have at least 7 years of experience in engineering, economic, social, legal sciences, or in the field of activity of Conpet SA;
- b) have experience in managing companies or regies autonomes;
- c) have at least 5 years of experience in management positions (administration, leadership, management, or coordination within public or private entities);
- d) have at least 10 years of work experience.

The following people cannot be selected, nominated, designated, or appointed as administrators:

- a) senators;
- b) deputies;
- c) members of the Government;
- d) prefects and sub-prefects;
- e) mayors and deputy mayors;
- f) persons who have audited the financial statements of the company in question in any of the last 3 financial years prior to the nomination;
- g) persons who, according to the law, are incapable or who have been convicted of crimes against property by breach of trust, corruption offenses, embezzlement, forgery offenses, tax evasion, offenses provided for by Law no. 129/2019 for the prevention and combating of money laundering and terrorist financing, as well as for amending and supplementing certain normative acts, as subsequently amended and supplemented;
- h) persons who cannot hold the position of administrator or director according to Law no. 31/1990, republished, as subsequently amended and supplemented;
- i) persons who have been sanctioned by the National Bank of Romania, the Financial Supervisory Authority, the National Securities Commission, or the Insurance Supervisory Commission and who are listed in the registers of these institutions.

Rules for establishing the Board of Directors by the Public Supervisory Authority

The Public Supervisory Authority shall observe at least the following rules when forming the Board of Directors:

- a) the majority of the Board members are independent within the meaning of Article 138² of the Companies Law no. 31/1990, republished, with subsequent amendments and additions. Civil servants, senior civil servants, as well as other categories of personnel from the supervisory authority or from other authorities or public institutions cannot be considered independent.
- b) the Public Supervisory Authority sets objectives in accordance with the provisions of Law no. 24/2017 regarding issuers of financial instruments and market operations, with subsequent amendments and completions;

- c) no more than two members of the board may be from among civil servants or other categories of personnel from the Public Supervisory Authority or from other public institutions or authorities;
- d) at least one administrator is authorized as a financial auditor and registered in the electronic public register by the competent authority in Romania, another member state, the European Economic Area, or Switzerland, or has at least 3 years of experience in statutory audit gained by participating in statutory audit missions in Romania or in audit committees formed at the level of boards of directors/supervisory boards of companies/entities of public interest, proven by supporting documents.

3. Description of the selection criteria

A. COMPETENCIES

A1. Specific competencies related to the company's field of activity

1.1 Capacity to understand and analyze the technological and operational processes specific to the Company's field of activity

Description: the ability to understand the structure, functioning, and interdependencies of technological and operational processes, as well as to assess their efficiency in relation to the organization's strategic and operational objectives.

Indicators:

- familiar with strategies and business models suitable for the sector in which the company operates;
- knows the key players in the industry and how they interact;
- understands the competitive landscape and how it influences the organization and the sector as a whole;
- familiar with the principles and technologies used in the organization's specific field;
- familiar with the standards, norms, and best practices applicable in the industry.

1.2 Capacity to increase the Company's performance

Description: the ability to identify the specific operational, technical, and financial challenges of the enterprise, and to contribute to the integration of effective solutions and overcoming these constraints, ensuring the continuity and success of operational activities.

Indicators:

- deeply understands the interdependence between technical, operational, and financial constraints, and can integrate solutions to optimize these aspects at a strategic level;
- adapts quickly to legislative changes and ensures their correct implementation within the organization;
- identifies and interprets relevant legislative changes, efficiently integrating them into internal processes;
- assumes responsibility for ensuring a work environment that emphasizes compliance with legislation and the prevention of safety incidents.

1.3 Capacity to understand, integrate, and comply with environmental requirements specific to the activity

Description: the ability to reduce the negative impact of the company's activities on the environment and to propose the adoption by the company of optimal environmental protection measures.

Indicators:

- identifies funding sources to support environmental protection measures;
- knows the legal provisions in the field of environmental protection;
- implements in the Company's activity the introduction and observance of complex environmental protection standards.

1.4 Capacity to integrate safety standards into decisions and actions

Description: the ability to understand, interpret, and apply the requirements, regulations, and international and national practices regarding the Company's field of activity, ensuring compliance with them in all organizational decision-making and operational processes.

Indicators:

- demonstrates a clear understanding of relevant national and international regulations and standards or national regulatory authorities;
- develops plans, procedures, or policies that include clear operational safety components;
- encourages proactive attitudes towards safety among the team and partners;
- communicates clearly and openly with regulatory authorities and other stakeholders about the safety measures adopted.

1.5 Capacity to understand the necessity and to facilitate the realization of investments required to achieve strategic objectives

Description: the ability to actively contribute to achieving the forecasted level of adequacy of the Company's infrastructure.

Indicators:

- prepares/requests and correctly interprets analyses of investment needs;
- prioritizes the Company's investment effort according to the national and/or international context;
- takes the necessary steps to analyze the feasibility of forecasted investments;
- represents the Company internally and internationally to facilitate the approval of vital investments.

A2. Strategic professional competencies

2.1 Capacity for efficient and sustainable management of the organization's physical, financial, and informational resources

Description: the ability to manage and allocate the organization's resources in a way that optimizes long-term performance, while respecting sustainability principles.

Indicators:

- coordinates the implementation of information management systems and databases that support decision-making processes and enable rapid and secure access to necessary information;

- develops and uses key performance indicators (KPIs) to evaluate the efficiency of using financial, physical, and informational resources;
- periodically analyzes performance and identifies areas for improvement in resource management to ensure their optimal and sustainable use;
- integrates sustainability principles into resource management, considering environmental impact and the need to reduce waste and long-term costs;
- adopts preventive measures to protect the organization's resources against losses, theft, or major failures;
- monitors and controls financial flows, making strategic allocations and considering financial risks and external economic trends.

2.2 Capacity to define clear objectives, assess the business environment, and implement strategies that ensure the sustainable development of the Company

Description: the ability to formulate strategic objectives that lead to the achievement of the organization's mission and vision, as well as to develop action plans that enable the attainment of these strategic objectives.

Indicators:

- understands the competitive forces that influence strategic choices;
- formulates short, medium, and long-term strategic objectives;
- forecasts the resources needed to achieve these objectives;
- forecasts the expected results.

2.3 Capacity to establish an organizational culture based on understanding and meeting customer needs, on quality, and on performance

Description: the ability to make the members of the organization unconditionally follow their leader, to achieve the forecasted results by motivating and enabling collaborators to exceed their performance limits, and to transform an operational objective into a cause to which all collaborators contribute with great involvement.

Indicators:

- evaluates the performance of collaborators and uses the evaluation results both to appropriately reward them, make promotion decisions, and to encourage them to surpass themselves;
- frequently leads by personal example;
- has strong persuasion skills;
- inspires collaborators in their professional development;
- sets directions for action, being a driving force within the organization;
- protects the team and collaborators in cases of organizational conflict;
- is a promoter of change;
- is an example of integrating the organization's values

2.4 Capacity to adapt to new economic, technological, and legislative contexts, as well as resilience in the face of challenges

Description: the ability to transform a strategic plan into a budget, to consolidate and cascade budgets, and to ensure compliant budget execution.

Indicators:

- analyzes strategic objectives and correlates them with the organization's financial and operational priorities;
- integrates individual departmental budgets into a centralized budget, ensuring their alignment with the strategic plan;
- coordinates the process of allocating resources across organizational levels to ensure budgetary coherence and transparency;
- defines clear mechanisms for monitoring budget execution, using periodic reports and relevant financial indicators;
- collaborates with teams to optimize processes and avoid waste or inefficient use of resources.

2.5 Capacity to understand the basic principles of corporate finance, to manage costs efficiently, and to identify, evaluate, and manage risks

Description: the ability to carry out the necessary due diligence so that the organization implements a reliable system for the ongoing identification of potential risks, for preventing their occurrence, and for reducing their impact.

Indicators:

- has a systemic approach;
- correctly understands the risk assessment matrix;
- enables the organization to map risks;
- enables the organization to create an effective system to reduce both the incidence and the impact of identified risks;
- enables the organization to certify its risk management system.

2.6 Capacity to oversee the implementation and development of digitalization processes, the use of advanced technologies, and their integration into the Company's operations

Description: the ability to develop and implement relevant digital strategies and initiatives to improve the organization's performance and competitiveness.

Indicators:

- evaluates and adopts suitable technological solutions for the organization's needs;
- manages change and overcomes resistance to change within the organization, creating an environment that promotes adaptability and innovation;
- coordinates strategic digitalization initiatives at the organizational level, ensuring that technologies are aligned with business objectives;
- constantly evaluates the impact of digital technologies on the organization's efficiency and performance, adjusting strategies based on feedback and results;
- identifies and uses relevant digital tools to support operational activities.

A 3. Corporate Governance Competencies

3.1 Capacity to establish and maintain constructive and transparent relationships with social partners, including employees, unions, authorities, and other relevant stakeholders

Description: the ability to act coherently to satisfy the Company's social interest.

Indicators:

- consistently highlights and communicates the social interest, which is the common ground between the Company's business interests and employees' interests;
- actively participates in social dialogue actions – information, consultation, social negotiation;
- closely monitors social alert indicators and suggests coherent measures to defuse potential social conflicts;
- contributes to substantiating decisions with social impact;
- advocates for empowering the Company's managers to conduct positive and fluent social dialogue.

3.2 Capacity to apply corporate governance principles, in accordance with the relevant legal provisions in the field

Description: the ability to understand the board's responsibilities for monitoring management performance and to oversee the organization's adaptation to its legal, ethical, or social responsibilities.

Indicators:

- contributes to the board's monitoring of management performance in relation to key business results;
- understands the organization's legal, ethical, and social responsibilities and monitors compliance with them;
- monitors the relationship of the management structure with key external stakeholders;
- assists the board in engaging stakeholders through appropriate methods for identifying, responding to, and reporting on material economic, legal, ethical, social, and environmental interests.

A 4. Social and Personal Competencies

4.1 Capacity for institutional communication at the level required by the position

Definition: drafting and transmitting information and official documents with clarity and accuracy through appropriate channels, both within the Company and externally, in relations with various other entities.

Indicators:

- drafts compliant and clear documents;
- has the ability to synthesize and present information of any kind correctly and in a balanced manner;
- is capable of selecting and correctly using various institutional media channels.

4.2 Capacity to represent the Company

Description: the ability to represent the Company in various environments with which it interacts, to make known the achievements and best practices developed within the Company, contributing to conveying a good image and increasing its notoriety.

Indicators:

- speaks positively about the Company;

- takes advantage of every opportunity to share the Company's achievements and best practices;
- takes a stand when noticing defamatory information about the Company;
- contributes with their personal brand to strengthening the Company's brand, both outside the Company in various professional circles and within the Company in relations with different social dialogue partners.

A. 5 Local and International Experience

5.1 Experience in relations with public authorities, regulatory and supervisory authorities in the Company's field of activity

Description: In previous roles, has gained experience in relations with public authorities, as well as regulatory and supervisory authorities in the Company's field of activity.

Indicators:

- experience in relations with public authorities, regulatory and supervisory authorities in the Company's field of activity, as presented in the CV or other documents attached to the application file.

| 1 | 2 | 3 | 4 | 5 |
|-----------------|-----------------------|-----------------------|-----------------------|--------------|
| at least 1 year | between 1 and 2 years | between 2 and 3 years | between 3 and 4 years | over 4 years |

5.2 Experience in relations with European institutions

Description: In previous roles, has gained experience in relations with European institutions.

Indicators:

- experience in relations with European institutions, as presented in the CV or other documents attached to the application file.

| 1 | 2 | 3 | 4 | 5 |
|-----------------|-----------------------|-----------------------|-----------------------|--------------|
| at least 1 year | between 1 and 2 years | between 2 and 3 years | between 3 and 4 years | over 4 years |

A. 6 Specific competencies and restrictions for civil servants or other categories of personnel from the public supervisory authority or from other public authorities or institutions

6.1 Capacity to implement and monitor public policies in the energy sector

Description: the ability to translate national and international strategic objectives into concrete actions, ensuring compliance with regulations, efficient use of resources, and achievement of planned results.

Indicators:

- analyzes public policies and identifies relevant strategic priorities for the energy sector;
- coordinates and maintains communication with other public authorities, international organizations, and the private sector to align efforts;
- facilitates collaboration among stakeholders;
- re-evaluates policies and programs in the context of economic, technological, or regulatory changes;
- integrates innovative technologies and sustainable practices to optimize processes.

A7. Alignment with the Letter of Expectations

7.1 Capacity to present specific, measurable, achievable, relevant, and time-bound objectives that must be attained during the upcoming mandate

Description: the ability to refer to the strategic objectives from the Letter of Expectations, to operationalize them, ensuring compliance with the rules for formulating specific, measurable, relevant, and time-bound objectives.

Indicators: Refers to the strategic objectives from the Letter of Expectations, operationalizes them, ensuring compliance with the rules for formulating specific, measurable, relevant, and time-bound objectives.

7.2 Capacity to present the personal profile in direct correlation with these objectives

Description: the ability to present the personal profile in correlation with these objectives. Presents, concisely but comprehensively, the qualities acquired throughout the professional career, correlated with the objectives specified in writing and with contextual requirements.

Indicators: Presents the personal profile in correlation with these objectives. Presents, concisely but comprehensively, the qualities acquired throughout the professional career, correlated with the objectives specified in writing and with contextual requirements.

7.3 Capacity to formulate coherent assessments regarding the specific challenges faced by the enterprise in correlation with its context

Description: the ability to coherently describe the company's market, legislative, economic, social, and financial context, making a proper correlation between this context and the company's future trajectory, showing what specific challenges it may face during the next mandate and how they will be addressed.

Indicators: Coherently describes the company's market, legislative, economic, social, and financial context, making a proper correlation between this context and the company's future trajectory, showing what specific challenges it may face during the next mandate and how they will be addressed.

7.4 Capacity to formulate specific, measurable, achievable, relevant, and time-bound objectives that respond to expectations regarding operational performance

Description: the ability to perceive the company's operational context in relation to the market, competition, and certain operational practices in the field and to formulate operational objectives that are specific, measurable, relevant, and time-bound.

Indicators: Perceives the company's operational context in relation to the market, competition, and certain operational practices in the field and formulates operational objectives that are specific, measurable, relevant, and time-bound.

7.5 Capacity to formulate specific, measurable, achievable, relevant, and time-bound objectives that respond to expectations regarding financial performance

Description: the ability to perceive the company's financial context in relation to the market, competition, and certain financial practices in the field and to formulate financial objectives that are specific, measurable, relevant, and time-bound.

Indicators: Perceives the company's financial context in relation to the market, competition, and certain financial practices in the field and formulates financial objectives that are specific, measurable, relevant, and time-bound.

7.6 Capacity to formulate specific, measurable, achievable, relevant, and time-bound objectives that respond to expectations regarding the company's profitability

Description: the ability to formulate specific, measurable, relevant, and time-bound objectives regarding revenue growth, cost reduction, and optimization of operational efficiency.

Indicators: Formulates specific, measurable, relevant, and time-bound objectives regarding revenue growth, cost reduction, and optimization of operational efficiency.

7.7 Capacity to formulate specific, measurable, achievable, relevant, and time-bound objectives that respond to expectations regarding service quality

Description: the ability to assess the public enterprise's situation regarding the quality of its products/services in relation to how the company's infrastructure is managed, the market, competition, and certain industry practices, and to formulate specific, measurable, relevant, and time-bound objectives concerning quality costs, the number of quality incidents, and asset management.

Indicators: Assesses the public enterprise's situation regarding the quality of its products/services in relation to how the company's infrastructure is managed, the market, competition, and certain industry practices, and formulates specific, measurable, relevant, and time-bound objectives concerning quality costs, the number of quality incidents, and asset management.

7.8 Capacity to formulate specific, measurable, achievable, relevant, and time-bound objectives that respond to expectations regarding the investment policy applicable to the public enterprise

Description: the ability to take note of the company's investment needs and the expectations of the Public Supervisory Authority regarding investments to be made during the upcoming mandate, and to define specific, measurable, relevant, and time-bound objectives for each stage of the company's investment plan for the upcoming mandate.

Indicators: Takes note of the company's investment needs and the expectations of the Public Supervisory Authority regarding investments to be made during the upcoming mandate, and defines specific, measurable, relevant, and time-bound objectives for each stage of the company's investment plan for the upcoming mandate.

7.9 Capacity to formulate specific, measurable, achievable, relevant, and time-bound objectives that respond to expectations regarding the reduction of receivables

Description: the ability to take note of the level of receivables at the beginning of the mandate and to present concrete, realistic, and feasible actions to reduce them, formulating specific, measurable, relevant, and time-bound objectives in this direction for each year of the mandate.

Indicators: Takes note of the level of receivables at the beginning of the mandate and presents concrete, realistic, and feasible actions to reduce them, formulating specific, measurable, relevant, and time-bound objectives in this direction for each year of the mandate.

7.10 Capacity to formulate specific, measurable, achievable, relevant, and time-bound objectives that respond to expectations in the field of ethics, integrity, and corporate governance

Description: the ability to contribute with one's own convictions to establishing principles of ethics, integrity, and morality, as well as to formulating principles of good corporate governance for the company, defining specific, measurable, relevant, and time-bound objectives in this regard for each year of the mandate.

Indicators: Contributes with one's own convictions to establishing principles of ethics, integrity, and morality, as well as to formulating principles of good corporate governance for the company, defining specific, measurable, relevant, and time-bound objectives in this regard for each year of the mandate.

7.11 Capacity to propose indicators considered appropriate for monitoring the public enterprise's performance during the mandate, correlated with the formulated objectives

Description: the ability to correlate objectives that meet shareholder expectations with performance indicators, for which realistic targets are set.

Indicators: Correlates objectives that meet shareholder expectations with performance indicators, for which realistic targets are set.

7.12 Capacity to realistically and comprehensively present the picture of constraints, risks, and possible limitations encountered in achieving the proposed objectives, as well as the action plan for reducing/eliminating them

Description: the ability to review the constraints generated by the company's context, the risks arising from these, to assess them in terms of their likelihood of occurrence and impact, and to indicate realistic countermeasures.

Indicators: Reviews the constraints generated by the company's context, the risks arising from these, assesses them in terms of their likelihood of occurrence and impact, and indicates realistic countermeasures.

B. TRAITS

B 1. Personal and professional reputation

Description: the ability to behave appropriately for the position.

Indicators:

- the candidate has not been convicted of an intentional crime;
- no preventive measure depriving or restricting liberty has been taken against the candidate in a criminal proceeding, if investigations are being conducted for the commission of an intentional crime;
- the candidate has not been subject to the complementary and/or accessory penalty of prohibition from exercising professional activity;
- the candidate has not been subject to a safety measure prohibiting the exercise of the profession;
- the candidate has not been disciplinarily or administratively sanctioned by other authorities, institutions, or Romanian or foreign bodies in the Company's field of activity, for professional matters;
- the candidate has not been restricted from carrying out activities in the Company's field of activity by Romanian or foreign authorities, institutions, or bodies in the Company's field of activity.

B 2. Integrity

Description: the capacity to act with integrity, honesty, and transparency toward others and the authority.

Indicators:

- understands and fulfills the duties and responsibilities of a board and maintains knowledge in this regard through professional training;
- places the interests of the organization above all others;
- handles sensitive and confidential information with due discretion and in accordance with the provisions of the mandate contract.

B 3. Independence

Description: the ability to maintain a certain independence in relation to the authority.

Indicators:

- designs action plans for implementing strategies;
- supports viewpoints with arguments when confronted with divergent opinions;
- requests clarifications and additional information when resolving disagreements.

B 4. Political exposure

Description: The candidate is involved in political activities.

Indicators: The degree to which the candidate is involved in political activities.

| 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|
| the candidate holds a leadership position within a political party | | the candidate is a member of a political party. | | The candidate is not a member of any political party. |

B 5. Interpersonal Communication Skills

Description: the ability to communicate verbally, nonverbally, and paraverbally in a correct, fluent, and coherent manner; to relate, to argue, and to persuade.

Indicators:

- is able to express ideas fluently and coherently;
- has an appropriate demeanor for the messages conveyed;
- demonstrates active listening to interlocutors;
- uses phrasing wisely;
- correctly uses questioning techniques;
- is able to initiate, maintain, and develop relationships based on trust;
- correctly uses the process of persuasion

B 6. Vision

Description: the ability to formulate a personal purpose, a personal identity, and distinct personal capabilities.

Indicators:

- presents a personal professional purpose;
- demonstrates a distinct professional identity;
- shows personal capabilities that lead to achieving the purpose.

C. Other criteria

C 1. The economic and financial results of the enterprises where the candidate has exercised a mandate as administrator or director

Description: From the documents comprising the application file, any responses to requests for clarifications, and from the Statement of Intent, the economic and financial results of the enterprises where the candidate has exercised a mandate as administrator or director are evident.

Indicators: From the documents comprising the application file, any responses to requests for clarifications, and from the Statement of Intent, the economic and financial results of the enterprises where the candidate has exercised a mandate as administrator or director are evident.

| Score | Description |
|-------|--|
| 1 | The enterprise entered bankruptcy/insolvency during the period in which the mandate was exercised. |
| 5 | The enterprise did not enter bankruptcy/insolvency during the period in which the mandate was exercised. |

C 2. Entries in the fiscal and criminal records

Description: From the documents comprising the application file, and any responses to requests for clarifications, entries in the fiscal and criminal records are evident.

Indicators: From the documents comprising the application file, and any responses to requests for clarifications, entries in the fiscal and criminal records are evident.

| 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|--|
| has entries that do not allow them to occupy the position according to the law | | | | does not have entries that would prevent them from occupying the position according to the law |

C3. Gender criteria

Description: All people who meet the participation requirements may take part in the selection process, regardless of gender.

Indicators: Male/Female gender criteria

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|-----|
| | | | | M/F |

The evaluation criteria, established in accordance with the provisions of Government Decision no. 639/2023, the specification of the minimum collective threshold for each mandatory selection criterion, as well as the weighing of the selection criteria, are presented in the Board of Directors Matrix.