

PAOLO BORDOGNA

Director

PROFESSIONAL ACTIVITY

Over 30 years of consulting experience in various countries (Europe, South America and the Middle East) with an active role in many projects (turnaround, acquisitions, mergers). After an MBA from the Wharton School, he worked for 14 years in the French and Italian offices of the Boston Consulting Group (1986-1999), where he developed and managed the Financial Services practice, which has become one of the largest of such offices. He worked in the Italian, Russian and French offices of Bain and Company (from 2002 to 2019), where he held the following roles: Country Manager Servizi Finanziari Italia; Financial Services Practice Leader EMEA (Europe, Middle East and Africa); Key Account Manager for large financial services customers in Russia, Italy, Greece and France. He has been active in several restructuring programmes of European banks in difficulty and is an expert in M&A and risks. In particular, he was an advisor to the Bank of Greece (for 18 months) and to the Hellenic Financial Stability Fund (HFSF) for the restructuring and recapitalisation programme of the Greek banking sector and played an active role in the restructuring of some Italian banks in difficulty. He is the author of the report "Policies and procedures necessary to ensure effective asset management and recovery" prepared by Bain for the Bank of Greece in 2012. He has gained a long experience in the restructuring of Non-Performing Loans, working for several European institutions and playing an active role for Italian banks, European institutions and has collaborated on Bain's global report on "Restoring Financing and Growth to SME's". He was appointed Independent Director of Ubi Banca and member of the Risk Committee (2019-2020). From 2000 to 2002 he was CEO of Sapient Italy digital/IT. In the period from 2018 to 2022, he was director and CEO of Persico Marine – a leading global company that builds bespoke sailing yachts for the most renowned regatta teams and private owners in the world, including the Prada-Pirelli Luna Rossa Challenge for the 2021 America's Cup in Auckland. He was a Director of Bracca S.p.A. and Fonti Pineta S.p.A. until February 2025. He is currently Vice Chairman and Executive Director of the Fondazione Centro Velico Caprera, with which he has collaborated since 2013; furthermore, since February 2025 he has been a member of the Board of Directors of Salus per Aquam S.r.l. and Acqua Minerale S.r.l. He has been a member of the Board of Directors of Banco BPM S.p.A. since 20 April 2023 and a member of the Internal Control and Risk Committee and the Remuneration Committees since 26 April 2023.