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**To: THE NATIONAL GAS TRANSMISSION COMPANY "TRANSGAZ" SA Medias**

**Attn: Mr. Ion STERIAN - Director General**

**CC: the Nomination and Remuneration Advisory Committee of SNTGN TRANSGAZ SA,**

**Dear Sirs**

Please find attached *the Profile of the Board of Administration of the National Gas Transmission Company Transgaz SA*

Prin prezenta, vă înaintăm *proiectul Profilului Consiliului de Administrație al Societății Naționale de Transport Gaze Naturale Transgaz S.A.*, which will be subject to consultation with the Company's shareholders by 22.08.2023, 12.00 noon, pursuant to Article 20 para. (3) of Annex no. 1 to Government Decision no. 722/2016 for the approval of the Methodological Rules for the application of provisions of GEO no. 109/2011 on the corporate governance of public companies, approved as amended by Law no. 111/2016, as amended.

*according to the above-mentioned provisions, the public supervisory authority, in consultation with shareholders holding more than 5% of the share capital of the public enterprise to which the selection applies, shall finalise the final version of the personalised board profile. To this end, the public supervisory authority shall, within 5 days from the date of the launch of the selection procedure, submit the draft personalised board profile for comments to the shareholders holding more than 5% of the company's share capital for completion”.*

Yours sincerely,

for the SECRETARY GENERAL OF THE GOVERNMENT  
DEPUTY SECRETARY GENERAL OF THE GOVERNMENT

ADRIAN TUTUIANU

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*Translation from Romanian*

**THE PROFILE OF THE BOARD OF ADMINISTRATION  
OF THE NATIONAL GAS TRANSMISSION COMPANY TRANSGAZ S.A.**

## Translation from Romanian

### **1. Introduction**

According to art. 1 point (18) of Annex no. 1 to GD no. 722/2016, the board profile is the process of identifying the capabilities, traits and requirements that the Board of Administration shall collectively possess, taking into account the organisational context, mission, expectations expressed in the letter of expectations and the elements of organisational strategy existing or to be developed. The profile also contains the Board matrix, which gives an expression of these capabilities that the Board must collectively possess, through a set of competencies, skills, other qualifying conditions, to be fulfilled individually and collectively by Board members.

According to Art. 20 para. (1) of the same act, the public supervisory authority shall develop a personalised profile of the board in a transparent, systematic and rigorous manner to ensure that the necessary capacities are identified to form the best board and the best candidates for it. In addition, according to Article 19, the following aspects may be taken into account when drawing up the profile of the Board:

- a) the minimum knowledge, skills and experience required for the proper performance of the duties of a member of the Management Board;
- b) the responsibilities of the position for the development of the medium and long-term vision;
- c) ability to take responsibility for the whole Board, integrity and independence;
- d) the necessary knowledge, skills and experience in constructive criticism, teamwork, communication, financial literacy, decision making and pattern detection to contribute to the work of the Board as a whole.

pursuant to Article 23 para. (1) of Annex no. 1 to GD no. 722/2016, this draft profile of the Board of Administration is based on the following components:

- a) analysis of the contextual requirements of the company in general and of the Council in particular;
- b) the matrix of the board profile.

These components shall be matched with requirements related to skills, knowledge, experience and other established measurable indicators so as to meet all the needs for the selection of individual board members or board positions (Art. 23, para. 2 of Annex no. 1 to GD no. 722/2016).

*Translation from Romanian*

**2. Analysis of the contextual requirements**

"**TRANSGAZ**" **S.A.** is the technical operator of the National Natural Gas Transmission System (NTS) ensuring the fulfillment under conditions of efficiency, transparency, safety, non-discriminatory access and competitiveness of the national strategy for the domestic and international transport of natural gas, natural gas dispatching, as well as research and design in its core business, in compliance with the requirements of the European and national legislation, quality, performance, environment and sustainable development standards.

**Vision of Transgaz S.A.**

in the near future, the Company will become a transmission operator recognized on the international natural gas market, a leader on the energy market in the region, with a modern national natural gas transmission system, integrated at European level and a high-performance management system.

**Mission**

In accordance with the requirements of the European energy policy, the mission of S.N.T.G.N. Transgaz S.A. represents the fulfilment under conditions of efficiency, transparency, safety and competitiveness of the national energy strategy established for domestic and international transport of natural gas, dispatching of natural gas and research-design in the field of natural gas transmission.

**The mission of S.N.T.G.N. Transgaz S.A.** consists in:

- safe and economically efficient operation of the NTS;
- the rehabilitation, upgrading and development of the NTS on the main consumption routes;
- interconnection of the NTS with the natural gas transmission systems of neighbouring countries;
- development of new natural gas transmission infrastructure to Western Europe;

### Translation from Romanian

- ensuring non-discriminatory access to the NTS;
- implementation of participatory management in all areas of the company;
- development of organisational culture and professional performance;
- implementation of European and national gas regulations;
- improving the computerisation of natural gas transmission activities, drafting draft legislation and supporting actions;
- integrating the principles of good corporate governance into business practice

### **Romania's energy strategy**

In order to ensure convergence with the European Union's energy policy, "Romania's Energy Strategy for 2022-2030 time horizon 2050" (draft) sets the following strategic objectives:

- Ensuring access to electricity and heating for all consumers;
- Clean energy and energy efficiency;
- Modernisation of the corporate governance system;
- Protecting vulnerable consumers and reducing energy poverty;
- Competitive energy markets, the basis of a competitive economy;
- Increasing the quality of energy education and continuous training of human resources;
- Romania, regional energy security provider;
- Increasing Romania's energy contribution to regional and European markets by capitalizing on national primary energy resources

Translation from Romanian

**The Administration strategy of S.N.T.G.N. Transgaz S.A. during 2021-2025**

The company's management strategy for 2021-2025 aims at both carrying forward with responsibility, efficiency, transparency and professionalism towards all stakeholders, the open actions for the construction and development of a solid and efficient future of the Romanian energy sector, as well as the achievement of new objectives that respond to the European and national energy vision, presented in the Government Program 2023-2024, Romania's Energy Strategy 2022-2030, time horizon 2050 - draft, Integrated National Energy and Climate Change Plan 2021-2030, European Ecological Pact, National Recovery and Resilience Plan.

The strategic objectives, grouped according to the directions of action provided for in the Management Component of Transgaz' **Administration Plan for 2021-2025** refer to the following:

STRATEGIC ACTION DIRECTIONS	STRATEGIC OBJECTIVES
<b>ENERGY SAFETY AND SECURITY</b>	<p>Strengthening of Transgaz' role as a natural gas transmission operator on the European and national energy market, as a result of EU requirements for the development of the interconnections between the NTS and the similar neighbouring transmission systems, of the potential to exploit substantial natural gas fields discovered in the Black Sea</p> <p>Preparation of the National Gas Transmission System Development Strategy to allow for the implementation of the European Green Deal.</p>

Translation from Romanian

Starting/completing strategic investment projects included in the NTS Development Plan 2022-2031:

- Development of the National Natural Gas Transmission System on the Bulgaria-Romania-Hungary-Austria - BRUA Corridor in Romania;
- Development on the Romanian territory of the Southern Transmission Corridor to take over natural gas from the Black Sea shore;
- Developments of the NTS in the North-East area of Romania in order to improve the natural gas supply of the area as well as to ensure transmission capacities to the Republic of Moldova;
- Extension of the Bulgaria-Romania-Hungary-Austria bi-directional natural gas transmission corridor (BRUA Phase 3);
- Project on new developments of the NTS to take over gas from the Black Sea shore;
- Romania-Serbia Interconnection;
- Development/Upgrading of the natural gas transmission infrastructure in the North-West area of Romania;
- Increasing the natural gas transmission capacity of the Romania-Bulgaria interconnection in the Giurgiu-Ruse direction;
- Eastring-Romania;
- Monitoring, control and data acquisition system for cathodic protection stations related to the National Natural Gas Transmission System;
- Development of the SCADA system for the National Natural Gas Transmission System;
- Upgrading GMS Isaccea 2 and GMS Negru Voda 2 for bidirectional flow on T2 pipeline;

*Translation from Romanian*

- Upgrading GMS Isaccea 3 and GMS Negru Voda 3 for bidirectional flow on T3 pipeline;
- NTS interconnection to the LNG Terminal located on the Black Sea shore.

Continue to work towards the conclusion of agreements for the development of interconnection of the NTS with similar transmission systems in neighbouring countries.

Develop the business by optimising the absorption of European funds and maintaining an efficient and flexible financing structure.

COMPETITIVITY

Optimising and streamlining the company's management systems and processes, the quality of the execution of operational processes and aligning them with the requirements of the Integrated Quality Environment Management System (IQEMS) and modern performance and competitiveness standards.

Increasing scientific design and research in the field of natural gas transmission.

Development of the research activity on the possibility of accepting the hydrogen mix in the NTS and ways of introducing it into the NTS.

Improving the quality of implementation of upgrading and development investment programs, and NTS repair, rehabilitation and maintenance programs.

Monitoring the efficient operation of the SCADA control and data acquisition system.

Optimal sizing of human resource requirements in relation to the real needs of the company's future activity and development, improving the process of training, instruction and professional development of staff.



*Translation from Romanian*

**SUSTAINABLE DEVELOPMENT**

Optimising the quality of implementation of good corporate governance principles

Upgrading and strengthening the corporate governance system

Strengthening and diversifying the internal and external cooperation relations of S.N.T.G.N. Transgaz S.A.

Optimisation of the risk management process that may affect the company's activity.

Modernization of the Internal Management Control System

Optimising human resource management processes.

Increasing energy efficiency and reducing the negative environmental impact of technological processes, aligning with the requirements of the European Green Deal

Maintaining financial balance and operational and functional stability

Increasing the company's adaptability and responsiveness to permanent changes in the environment in which it operates; addressing issues related to the NTS infrastructure (e.g. East-West system, upstream metering and regulating stations not connected to the transmission system, etc.).

Improving occupational safety and security.

improving the company's general internal and external communication activity, reputation and image capital.

*Translation from Romanian*

**The tasks of the Board of Administration of S.N.T.G.N. Transgaz S.A.**

The Board of Administration of S.N.T.G.N. Transgaz S.A. has, mainly, the following tasks:

- sets the main directions for the company's activities and development;
- draws up the administration plan, which includes the administration strategy for the duration of the mandate in order to achieve the objectives and performance criteria laid down in the mandate contracts;
- approves the internal rules on the organization and operation of the advisory committees set up at the level of the Board of administration and their composition;
- establishes accounting policies and the financial control system and approves financial planning;
- approves the organisational structure and rules of organisation and operation of S.N.T.G.N. Transgaz SA;
- to appoint and revoke the Director-General of S.N.T.G.N. TRANSGAZ S.A. and to determine his remuneration;
- to approve the management plan during the mandate and for the first year of mandate of the Director-General of S.N.T.G.N. Transgaz S.A.;
- to supervise the activity of the Director-General;
- to prepare the annual report, to organize the general meetings of the shareholders and to implement the decisions thereof;
- to file of insolvency of S.N.T.G.N. TRANSGAZ S.A., in accordance with the applicable law;
- to approve the quantum of guarantees for persons who hold the position of warehouse keeper/administrator;
- to conclude legal acts whereby acquiring, selling, renting, exchanging or pledging assets in the property of TRANSGAZ S.A., subject to the approval of the general meeting of the shareholders if the law so stipulates;
- to approve the competences of the branches by field of activity (economic, commercial, technical, administrative, financial, legal etc.) in order to achieve the object of activity of S.N.T.G.N. Transgaz S.A.;
- to approve the change of the secondary object of activity of S.N.T.G.N. Transgaz S.A.;
- to approve the incorporation or dissolution of working units-facilities part of the NTS;
- to approve the conclusion of any agreements for which it did not delegate the competence to the Director-General of S.N.T.G.N. Transgaz S.A.
- to submit annually to the general meeting of the shareholders, after the end of the financial year, the activity report of S.N.T.G.N. Transgaz S.A., the balance sheet and the profit and loss account for the previous year;

### Translation from Romanian

- to submit to the general meeting of the shareholders the activity schedule and the income and expenditure budget plan for the following year;
- to convene the general meeting of the shareholders whenever necessary;
- to determine the rights, obligations and responsibilities of TRANSGAZ S.A. personnel, in accordance with the organizational chart approved
- to take decisions with regard to bank loans, including external loans, to determine the competences and the level of contracting of bank loans on the internal and external market, of commercial credits and of guarantees, including by pledging the shares pertaining to the holdings in other companies in accordance with the law; to approve the issuance of the guarantee;
- to approve the number of positions and the norms of establishment of the functional and production sectors;
- to approve the production, research, development and investment programs;
- to approve policies for environmental protection and occupational protection, in accordance with the applicable law;
- to approve, within the limits of the income and expenditure budget as approved by the general meeting of the shareholders, changes in its structure, to the extent of the competences for which it has received a mandate;
- to negotiate the collective labour agreement by mandating the Director-General and to approve the personnel status;
- to ensure and be liable for the execution of any duties and tasks assigned by the general meeting of the shareholders or provided by the law;
- to decide on behalf and for the General Shareholders' Assembly of the limited liability company on the territory of the Republic of Moldova;
- to adopt any other decisions regarding the activity of the company, except those that are in the competence of the general meeting of the shareholders.

### **Legal regulations and good practice in the structuring of the Board of Administration of S.N.T.G.N Transgaz S.A**

S.N.T.G.N Transgaz S.A. has a unitary management system and is managed by a Board of Administration. It has the general competence to carry out all acts necessary for the successful fulfilment of the company's activity, except for those matters which are the competence of the General Meeting of Shareholders according to the provisions of the updated Articles of Incorporation, or the applicable laws.

*Translation from Romanian*

S.N.T.G.N. Transgaz S.A. is managed by a Board of Administration composed of a majority of non-executive and independent administrators, within the meaning of Article 138 of Company Law no. 31/1990, republished, as subsequently amended and supplemented.

The Board of Administration is composed of 5 members who guarantee the efficiency of the supervision, analysis and evaluation of the company's activity and the fair treatment of shareholders. It is the main supervisory body of the company's activity and acts as a buffer between the company's executive management represented by the directors and its shareholders.

The structure of the Board of Administration of S.N.T.G.N. Transgaz S.A. ensures a balance between executive and non-executive members, so that no one person or small group of persons can dominate the decision-making process of the Board of Administration.

Decision-making within the company will remain the collective responsibility of the Board of Administration, which will be held jointly and severally liable for all decisions taken in the exercise of its powers. Any resignation from office by independent administrators shall be accompanied by a detailed statement of the reasons for such resignation.

Board members will continuously update their skills and improve their knowledge of the company's business as well as of corporate governance best practices to fulfil their role.

According to Law 31/1990, the relationship between the members of the Board of Administration and the company is governed by the provisions relating to the mandate and the special rules included in the relevant legislation.

The Nomination and Remuneration Committee is established within the Board of Administration of the company, which coordinates the appointment process of the members of the Board of Administration and makes recommendations both for the position of administrator and for the filling of vacancies within the Board, in accordance with GEO no. 109/2011 on corporate governance in public companies, as amended and supplemented.

### Translation from Romanian

If a vacancy occurs on the Board of Administration, a new member shall be elected in accordance with the law. The period for which the new administrator is elected to fill the vacancy shall be equal to the period remaining until the expiry of his predecessor's term of office.

At the same time, not more than two members may be appointed to the Board of Administration from among civil servants or other categories of personnel of the public authority or other public authorities or institutions.

Moreover, candidates may be nominated who do not hold simultaneously more than 2 offices of administrator and/or member of the board of administration/supervisory board in companies or public undertakings, in accordance with Article 33 of GEO 109/2011, in conjunction with the provisions of Article XII (1) of GEO 34/2023 on some fiscal-budgetary measures, extension of some deadlines, as well as for the amendment and supplementation of some normative acts.

Also, in accordance with good corporate governance practices, ensuring a mix of professional skills of the members of the Board of Administration makes the Board's decision-making more efficient and optimises its managerial capacity to respond competitively to the diverse and complex needs of S.N.T.G.N. Transgaz S.A., given that the context in which it operates is constantly changing..

### **3. The profile of the Board of Administration of S.N.T.G.N TRANSGAZ S.A.**

The profile of the members of the Board of Administration of S.N.T.G.N. Transgaz S.A. is established by reference to the contextual requirements presented above, as well as to the provisions of corporate governance legislation.

The analysis of the contextual requirements of S.N.T.G.N. Transgaz S.A. reveals the need for the members of the Board of Administration:

^ To know and understand very well the role they have in the management of the company and to act with all their skill, professional training and determination in order to undertake and successfully carry out the mandate of administrator,

- ✓ To act competently, professionally and in accordance with the legislation applicable to the company's sector of activity,

Translation from Romanian

- ✓ Act in the best interests of the company and to achieve the performance set,
- ✓ To supervise and control the performance of executive management and the work of the company,
- ✓ Through their expertise and skill, guide executive management in the effective performance of their tasks and duties,
- ✓ To act independently and critically, constructively in relation to management, complementing each other and interacting with each other on an ongoing basis.

At the same time, the composition of the Board shall be balanced in terms of professional experience and technical expertise specific to the company.

**Distribution of positions on the Board of Administration of SNTGN TRANSGAZ SA**

By the OGMS Resolution 2/22.04.2021 the mandate of 3 members of the Board of Administration of S.N.T.G.N. Transgaz S.A. was renewed, 2 positions of administrator being filled in accordance with the provisions of Art. 641 (3) of GEO 109/2011.

The distribution of positions on the Board of Administration of S.N.T.G.N. Transgaz S.A. is as follows::

<b>Board of Administration position</b>	<b>Position 1</b>	<b>Position 2</b>	<b>Position 3</b>	<b>Position 4</b>	<b>Position 5</b>
Profile	Non-independent technical profile	Independent economic profile	Non-independent economic profile	Independent general management profile	Independent general management profile
Status	Filled	Filled	Filled	<b>Vacant</b>	<b>Vacant</b>

This selection procedure is therefore being conducted to fill two vacancies for members of the Board of Administration with a general profile.

**Mandatory minimum eligibility criteria and optional criteria**

*Translation from Romanian*

Mandatory minimum eligibility criteria:

- ✓ have Romanian citizenship or citizenship of other EU Member States, provided that they are established or reside in Romania;
- ✓ have a very good knowledge of the Romanian language (written and spoken);
- ✓ higher education completed with a bachelor's degree;
- ✓ have at least 10 years' general work experience;
- ✓ at least 5 years' experience in the management/administration/coordination/management of a company/companies, autonomous companies or other entities in the public or private sector, with at least 500 employees and a turnover of at least EUR 5 000 or equivalent;
- ✓ no criminal or tax records;
- ✓ use at least B2 level of an international language (English).
- ✓ no conflict of interest leading to incompatibility with the exercise of membership in the Board of Administration of SNTGN TRANSGAZ SA;
- ✓ is not in any of the situations referred to in Art. 30 (9) and Art. 36 (7) of GEO 109/2011;
- ✓ they have not been convicted by a final court decision for committing an offence against humanity, against the state or against authority, corruption and service offences, offences against the administration of justice, forgery, offences against property, offences provided for by Law 656/2002 on the prevention and sanctioning of money laundering, as well as for the establishment of measures to prevent and combat the financing of terrorism, as amended, or for offences under Law 85/2014 on insolvency prevention and insolvency proceedings, committed with intent that would make him/her incompatible with the exercise of his/her office;
- ✓ have not engaged in political policing as defined by law;
- ✓ they have full capacity to practise;
- ✓ are medically fit;
- ✓ are independent according to Article 138 ind.2 of Companies Law 31/1990;
- ✓ they prove their integrity by assuming the conditions for obtaining the ORNISS certificate at the level requested by the company - strictly secret (Law 182/2002 on the protection of classified information, the national standards for the protection of classified information in Romania, approved by

*Translation from Romanian*

Government Resolution 585/2002, and the rules on the protection of classified information of the North Atlantic Treaty Organization in Romania, approved by Government Resolution 353/2002).

Optional criteria:

- ✓ Previous experience in the energy sector.

**Board of Administration Profile Matrix**

In application of the provisions of Article 28 (3) and Art. 29 of GR 722/2016, the purpose of the numerical analysis within the matrix is to clarify the advantages and disadvantages, strengths, areas for development and dimensions of the council's activity that can be improved, even temporarily, and must contain the following:

- a) definition of criteria and specification of indicators for them;
- b) b) identification of mandatory and optional criteria;
- c) definition of a common assessment grid for all criteria;
- d) weights for each criterion, according to their importance;
- e) grouping criteria for comparative analysis;
- f) specification of a collective minimum threshold for each criterion, if it exists or applies;
- g) sub-totals, totals, weighted totals and weights, for criteria and for individual members.

In addition, in accordance with the provisions of Articles 31-33 and Annex 1a of the same normative act, the board profile matrix differentiates between mandatory and optional criteria required for a competency-based board, identified following the analysis of contextual requirements, and contains a collective minimum threshold level of competency indicators.



**MATRIX OF THE BOARD OF ADMINISTRATION  
OF SNTGN TRANSGAZ SA (2 POSITIONS)**

Rating 1 - beginner; Rating 2 - intermediary, Rating 3 - Competent, Rating 4 - advanced, Rating 5 - expert

Criteria	Mandatory/Optional	Mandatory/Optional conditions	Defining criteria and specifying indicators for them	weight (0 - 1)	Minimum competence grade/criterion	Maximum competence grade/criterion	current administrator 4 - general management vacant	administrator 5 general management vacant	Candidate evaluation model	Total minimum score for BoA candidate	Maximum competence grade/criterion	Total maximum score
2 positions for general management	University degree completed with a bachelor's degree	Mandatory		YES	accepted/rejected							
	General work experience of at least 10 years.	Mandatory		YES	accepted/rejected							
	No criminal or tax records	Mandatory		YES	accepted/rejected							
	At least 5 years' experience in the leadership/administration/coordination/management of trading company/companies, autonomous companies or other public or private sector entities with at least 500 employees and a turnover of at least EUR 5 million or equivalent	Mandatory		YES	accepted/rejected							
	Is in a conflict of interest leading to incompatibility with the position of member of the Board of Administration of SNTGN TRANSGAZ SA	Mandatory		NO	accepted/rejected							
	Is in any of the situations referred to in Art. 30 para. (9) and Article 36 para. (7) of GEO no. 109/2011	Mandatory		NO	accepted/rejected							
	Has been convicted by a final court decision for committing a crime against the humanity, against the state or against the authority, corruption and duty crimes, crimes against the justice system, forgery, crimes against property, for the crimes provided for by Law no. 656/2002 on preventing and sanctioning money laundering, as well as for the establishment of measures to prevent and combat the financing of terrorism, as amended, or for the offences provided for by Law no. 85/2014 on preventative insolvency proceedings and insolvency proceedings, committed with intent that would make him/her incompatible with the performance of his/her position	Mandatory		NO	accepted/rejected							
	Was a political police member, as defined by law	Mandatory		NO	accepted/rejected							
	Has full legal capacity	Mandatory		YES	accepted/rejected							
	Assumption of meeting ORNISS certification requirements at the level requested by the company strictly secret.	Mandatory		YES	accepted/rejected *assumption in private signed form							
	Has the Romanian or other EU Member State citizenship, subject to having domicile or residence in Romania;	Mandatory		YES	accepted/rejected							
	Very good knowledge of the Romanian language ( writing / reading / speaking)	Mandatory		YES	accepted/rejected							
	Independence according to Art. 138 ind.2 of Law 31/1990 (yes/no) <b>eliminatory</b>	Mandatory		YES	DA							
	Health condition appropriate to the position, certified by a medical certificate issued by the general practitioner or the relevant health units.	Mandatory		YES	accepted/rejected							
	At least B2 level of an international language (English) - minimum intermediate level.	Mandatory		YES	accepted/rejected *assumption in private signed form							
	Previous experience in the energy sector.	Optional										
	<b>Accepted in the Long list</b>											
Specific sectorului de activitate	Expertise in managing/leading/organizing activities in trading companies, autonomous companies or other public or private sector entities;	Mandatory	He/she has clear vision, expertise and knowledge of leadership and general management. As a result of practical experience and expertise in his/her field of activity, the member of the Board of Administration is able to perform a facilitating, supervisory, guiding and controlling role in permanent liaison with the executive management of SNTGN TRANSGAZ SA, the other members of the Board of Administration and the shareholders.	1	3	5				3	5	
	Knowledge in corporate administration and management	Mandatory	The board member is well acquainted with the national development strategies and policies relevant to SNTGN TRANSGAZ SA's field of activity, has the ability to detect business opportunities and the skill to interact personally and institutionally in order to solve problems and overcome difficult situations for the company, with the aim of promoting the economic interests of the company and its shareholders.	1	3	5				3	5	
	Knowledge in the company's area of activity.	Mandatory	The board member responsible for and in control of this area of interest to the company's business has management knowledge and expertise appropriate to the specifics of the company. He/she has the ability to assess the potential impact of technological developments and the skill to make the best decisions for the reliability, efficiency and profitability of the company's business.	1	3	5				3	5	
	Previous experience in the energy sector.	Optional	The board member has knowledge of the national energy sector and can provide an objective, constructive, medium and long-term perspective on how the company should be managed to support the energy sector.	0.8	3	5				2.4	4	
	Specific economic/legal/management/administrative skills	Mandatory	The board member has knowledge of the market in which the company operates, how tariffs are set, in the regulated market for the services provided.	1	3	5				3	5	

STAGE OF FILE APPLICATION SELECTION

STAGE

Skills

INTERVIEW													
	<b>Professional skills of strategic importance</b>	Knowledge in general financial management (budget analysis, cash flow, labour productivity)	Mandatory	The board member must have knowledge in this sector of activity and the ability to identify opportunities to make the facilities available to the company more efficient in order to promote and develop the potential of the services offered by SNTGN TRANSGAZ SA.	1	3	5				3	5	
		Experience in negotiations, social dialogue, institutional and interpersonal communication;	Mandatory	The board member demonstrates good communication skills and brings real examples from professional experience in institutional communication, negotiations, etc.	1	3	5				3	5	
		Knowledge in performance monitoring	Mandatory	The board member must have professional knowledge and experience in establishing, tracking and measuring company performance through financial, non-financial, specific and governance indicators.	1	3	5				3	5	
		Skills in identifying and managing the risks specific to the management of public enterprises	Mandatory	The board member must also have experience in risk management including incident management related to the company's business.	1	3	5				3	5	
	<b>Corporate governance</b>	Knowledge in best practices and corporate governance principles	Mandatory	The board member must also have experience in corporate governance and institutional communication, corporate social responsibility.	1	3	5				3	5	
		Knowledge in listed companies	Mandatory	The board member must have knowledge of the BVB Governance Code and how it applies to the company.	1	3	5				3	5	
	<b>Social and Human Resources</b>	Communication, ethical and integrity skills.	Mandatory	The board member must show very good communication skills and principles of ethics and integrity.	1	3	5				3	5	
		Communication in English as a minimum	Mandatory	The board member must have at least an intermediate knowledge of English.	0.8	3	5				2.4	4	
	<b>Stage I</b>												
		The degree of alignment with the letter of expectations of the public supervisory authority	Candidate's statement of Intent			1	3	5				3	5
	<b>Stage II</b>												
	TOTAL						38.4	68	0	0	0	40.8	68
<b>Legend</b>													
minimum competence grade/criterion	The minimum grade an applicant must obtain for a mandatory criterion.				3 points								
total minimum score of the candidate for the member of the Board of Administration	Each candidate must meet the minimum total score.				38,4 points								
score per candidate	the arithmetic mean of the ratings given by the members of the evaluation committee x with the weighting of the criterion												
maximum level per candidate						68 points							