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BOARD AND ADVISORY ROLES

October 2025 - today

eVISO – Algo Efficienty for Commodities – Saluzzo (Cuneo – Italy) – eVISO is a company listed on the Euronext Growth Milan market specialized in the supply of electricity and gas for small and medium-sized enterprises in low and medium voltage. More recently eVISO has develop an AI platform to collect and analyze big data in order to elaborate price forecasts for commodities with real physical delivery on a certain and mandatory date.

Board Member

June 2021 – December 2023

Salpa Group – San Giustino (Perugia – Italy) - Salpa Group is a leading Italian manufacturer and marketer of high-quality cookies for ice cream, cookie dough, gluten-free products, chocolate decorations, inclusions/covers, and breadcrumbs for major ice cream multinational brands, yogurt and confectionary industries and retailers.

As a **Board Member**, I supported strategic growth and private equity transformation of the company (Equinox PE-backed). I was in charge of guiding governance, ESG alignment, international expansion, and industry 4.0 transformation in a €36m food manufacturing business supplying multinationals in ice cream and confectionery

January 2021 – June 2024

eVISO – Algo Efficienty for Commodities – Saluzzo (Cuneo – Italy)

As a **Board Advisor**, I supported the company's evolution from commodity distribution to data-driven energy tech, including pricing algorithms and smart platforms.

June 2020 - today

Retail Hub – Milan (Italy) - Retail Hub is the first business accelerator giving brands and retailers the chance and the opportunity to stay up-to-date on innovation and to get in touch with the best tech & digital starts-ups/scale ups, wordwide.

As **Vice President. Board Member and Equity Partner**, I help to builg corporate-startup bridges by connecting legacy companies with breakthrough innovation in digital, sustainability, and customer experience. Lead on strategic partnerships, board advisory, and innovation pipeline acceleration.

EXECUTIVE AND PROFESSIONAL EXPERIENCE

January 2021 - today

eVISO – Algo Efficienty for Commodities – Saluzzo (Cuneo – Italy)

Third step: October 2025 - today

Chief Executive Officer
I am a transformative force by driving strategic initiative that reshaped operational paradigms and accelerated sustainable growth. I am entrusted with overseeing complex governance frameworks, facilitating cross-functional collaboration, and pioneering innovative solutions to consistently outpace evolving market dynamics. My role demands a rigorous application of

strategic foresight - balancing risk management with breakthrough innovation – to secure long-term competitive advantage. Through decisive leadership and a strong commitment to excellence, I not only catalyze enhanced operational performance but also foster a culture of transparency, empowerment, and continuous improvement.

Main achievements so far from 2021: **turnover from €45m to €315m and 45 to 230 people hired.** Press release available on the website at this link: https://eviso.ai/?s=lucia+fracassi

Second step: July 2023 – October 2025
General Manager

First step: January 2021 – June 2023
Chief Operation Officer

2019 – June 2020

Melegatti 1894 S.p.A. – San Giovanni Lupatoto (Verona – Italy) – Family owned business taken over after the bankruptcy of the company occurred in 2017. Melegatti is one of the leading names in Italy for baked and leavened products - **€13m sales and 200 people (of which 150 temporary) in 2019**.

Chief Executive Officer
Rebuilt a heritage Italian brand post-bankruptcy.
Defined and implemented a 3-year turnaround plan; restructured commercial operations and reopened relationships with major retailers (Esselunga, Coop, Selex, etc.).
Launched brand reboot through integrated marketing campaigns and TV/social media relaunch.
Achieved BRC, IFS, and FSSC 22000 certifications; rebuilt team from ground up and led cultural transformation.

2016 – 2018

COSNOVA ITALIA S.r.l. – Milan (Italy) – Start-up in 2017 of the Italian subsidiary of cosnova Beauty GmbH (family owned business) - **€24m sales and 20 people**. cosnova Beauty is the international company behind the strong cosmetics brands essence, Catrice and L.O.V.

Chief Executive Officer
Launched and scaled Italian subsidiary of a global beauty leader.
Closed strategic national partnership with the main Italian beauty retailers.
Reached 122% profit vs. budget; embedded agile structures and operational excellence.

2012 – 2016

DEBORAH GROUP S.p.A – Milan (Italy) – Family owned business - **4 BU's in Europe and Asia (1 subsidiary, 3 joint ventures) - €70m sales and 270 people.** Deborah Group is the leading name in the Italian cosmetic market.

Group General Manager
Led global strategic repositioning of a €70M family-owned cosmetics group operating across Europe and Asia.
Drove €10m cost savings, consolidated P&L ownership, and introduced performance culture.
Implemented a 3-year "Blue Ocean" business plan, led sales reorganization and digital activation, and supported governance modernization.

2010 – 2012

BOGLIOLI S.p.A. – Brescia (Italy) – LBO lead by Wise SGR S.p.A. - **€30m sales and 200 people.** Boglioli is an Italian fashion company manufacturing tailored clothings for men.

Chief Financial Officer, IT and HR Director
Reorganized Finance, HR & IT under private equity ownership (Wise SGR).
Redesigned management systems, executed debt restructuring, and implemented Cognos TM1.

2009 – 2010

INVATEC S.p.A. – Brescia (Italy) - Italian headquarter of Invatec Group, €89m sales and 900 people. Invatec is one of the leading companies specialised in medical devices to threat chronic diseases.

Group Financial Controller
Led IFRS transition, closed consolidated financials, and supported due diligence and M&A.

Implemented Microsoft AX ERP and scaled controller capabilities across 900-person medtech business.

2004 – 2009 **GLOBAL CLOSURE SYSTEMS (GCS) -** (formerly part of Crown Holdings Inc. – NYSE: CCK) **– Paris (France) -** LBO lead by Pai Partners **- 18 BU's in Europe and Americas (28 plants), €700m sales and 3.800 people.** GCS is a global designer and manufacturer of plastic closures for FMCG.

Finance Manager Speciality Division
Finance leadership for multinational business across 28 plants (FMCG closures). Drove €5.6M in savings, €7.5M working capital improvement, and global CapEx governance. Led finance transformation post LBO (Pai Partners), including US GAAP to IFRS migration and internal control frameworks.

2001 – July 2004 **GALBANI FRANCE (Danone Group) – Paris (France) - French subsidiary of Galbani Italia S.p.A., €56m sales and 36 employees**

Financial Accounting Manager - European Leader of the Hyperion Essbase Project
Implemented the new reporting system Hyperion Essbase for the European subsidiaries (France, UK, Belgium and Switzerland), realised the commercial and marketing monthly dashboard, reduced the timing for reporting submission to the Italian headquarter by 2 days.

2000 – 2001 **PIRELLI S.p.A. – Milan (Italy) - Italian Headquarter**

Group Accounting Principles Manager

1995 – 1997 **TEMPI S.p.A.** (public transport company) **– Piacenza (Italy) - €54m sales and 480 people.**

Trainee
Accounting Clerk

LANGUAGES

Italian	**Mother tongue.**
French	**Bilingual:** Resident in France for five years. Double citizenship (Italian and French).
English	**Fluen.**
Spanish	**Good spoken.**

EDUCATION/TRAININGS

January – May 2025 **Harvard Business School – Boston (USA) – Advanced Management Program – AMP208 course**
An immersive executive program designed for senior leaders at the highest levels of management. Focused on global strategy, innovation, leadership, and governance, the AMP provides a transformative experience that sharpens decision-making, strengthens boardroom impact, and prepares executives to lead with purpose in complex, rapidly evolving environments.

October 2018 **Executive Training "Brand Stories and Storytelling" – Bocconi University (Milan)**
A specific course finalised to go deeper on brand management and brand evolution, transmedia storytelling and news way to communicate the values behind

May 2017 **cosnova Digital Transformation seminar – IMD Lausanne (Switzerland)**
One week of intense seminar finalised to define the digital strategy at cosnova.

Nov-Dec 2015 **Executive Training "General Management and Company Success" – Bocconi**

	University (Milan) 5 days course to learn how to be a better General Manager thanks to the different tools that can be activated
2005-2007	**Degree in Corporate Coaching at Corporate Coach U Italia – Milan** Two years course certified by the International Coach Federation (ICF) – Reason for attending: to improve my skills as a manager coach.
1991-1999	**Master's Degree in Economics at Università Cattolica del Sacro Cuore in Piacenza – Italy** (while working). Graduation mark: 110/110 with honours. "Agostino Gemelli Award" as the best graduate of the year.
1986-1991	Italian baccalaureate (A Levels) at Accountancy High School in Piacenza. Graduation mark: 60/60.

INTERESTS

Travelling	Mainly interested in South American countries (Peru, Argentina)
Sports	Volleyball at a semi-professional level (First Division). Karate: black belt – 3rd Dan. Practice golf, jogging and yoga.
Fine Arts	Oil painting (especially landscapes).
Professional Affilitions and Recognitions	Member of Bellisario Foundation. CV certified to be included in the "1000 Curricula Eccellenti" initiative launched in 2010. Member of YPO Gold Italy and YPO International (premier leadership organization of chief executives in the world).

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