

GIOVANNI CAVALLARO

| Born on [REDACTED] | Italian

PROFESSIONAL EXPERIENCE

AEROPORTI DI ROMA (Atlantia Group) - Rome, Italy

Head of Strategic Planning & Regulatory

July 2020-Present

ATLANTIA - Rome, Italy

Head of Business Development & Asset management (Airports)

Sept 2016-June 2020

- M&A (Airports, Rail) *selected transactions/due diligence*
 - Nice Airport Acquisition-Jul 2016 (13 M Pax, 220 M€ Rev, EV 2,2 bn€)
 - Lyon (9 M Pax, 170 M€ Rev)
 - London City Airport (4 M Pax, 150 M€ Rev, EV >25X Ebitda)
 - London Gatwick (47 M Pax, 740 M€ Rev, EV 20X EBITDA)
 - Russian Airports (Moscow, >40 Mpax, EV 5,0 bn\$)
 - Santiago Airport Privatisation, Chile (15 M Pax, 20y concession, 450 M€ Capex)
 - Indian Airports sales of 30% (Mumbai, New Delhi, Bangalore and Hyderabad)
 - High Speed 1 (300 M€ Rev) (UK)

AEROPORTI DI ROMA (Atlantia Group) - Rome, Italy

Head of Corporate Development & Strategic Planning

Aug 2011 – Sept 2016

Strategic Planning

- Responsible for Business Plan of ADR and implementation of the action Plan
- Regulation/tariffs (5y Economic Regulation Agreement, dual till regime, WACC 6,6%, RAB 2,5 bn€)
- Implementation of short/medium term strategy *selected projects*
 - Real Estate: profitability (IRR) of new developments and capital structure
 - Infrastructure: short/medium term development according to traffic evolution (build new terminal, passenger allocation/flows, level of service in line with IATA standards)
 - Retail: commercial Masterplan (category mix and lay out) and contract terms (royalties, MAG)
- Corporate rationalization/turnaround and disposal
 - Ground Handling Vehicles Maintenance unit (Revenue 10 M€, 70HC)
 - Car Parking (Revenue 40 M€, Ebitda Margin 80%, 40HC, EV 10x Ebitda)
 - Retail (Revenue 100 M€, Ebitda Margin 40%, 200 HC, EV 15x Ebitda)
- Merger of Gemina-Atlantia (Benetton Group) (Combined Revenue 5 B€, Market Cap 20 B€)

Business Development

- Marketing Aviation Plan of medium / long term for the expansion of domestic and international passenger traffic and freight
- Business case for the development / expansion of new airlines

ROLAND BERGER STRATEGY CONSULTANTS – Manager Milan, Italy

Apr 2010 – Aug 2011

KPMG ADVISORY (Strategy/Corporate Finance) – Rome/Milan, Italy

Sep 2007 – Mar 2010

AVIATION

- Airports
 - IPO of the second largest airport operator in Italy
 - Business turnaround of a regional airport and investor scouting
 - Economic and financial feasibility study for the construction of a new airport
 - Negotiation of a long-term agreement with a Low Cost carrier
- Civil Aviation Authority
 - National Plan for the airports “Piano Nazionale degli Aeroporti” (traffic forecast for each Italian airport, infrastructural assessment and future needs, accessibility improvements)
 - Forecast of the Low Cost traffic at national/European level and socio-economic assessment of the benefit for five selected airports
- Air Navigation Service Provider
 - Strategic and organizational turnaround to adapt to the new role in accordance with the Single European Sky 2 through a benchmarking of the leading European ANSPs involved in the project (Spain, Germany, Sweden and UK)

- Go-to-market strategy for expansion into new areas of business in the aerospace

RAIL

- Main national railway company: business turnaround of the freight services and logistics - freight and logistics market analysis, target positioning and business model, business plan and action plan (marketing, industrial, investment, HR)
- Regional railway companies: economic and financial feasibility analysis of potential synergies from the merger

LOGISTICS

- Freight Logistics: for the start-up of a railway cargo - definition of the network to serve (collection centres / sorting), solutions door-to-door (first / last mile services) for certain types of customers, crash program for customers, "star" and business plan
- Road Logistic Operator: feasibility study for the development of a cargo train service: routes, integration with the existing network business plan

BUS / COACH

- For leading public transport companies:
 - Project Management for the merger and Post Merger Integration
 - Performance improvement of the maintenance activity
 - Business Plan
 - Reporting and Tableau de Bord

EDUCATION

Cranfield University, School of Engineering - Cranfield, UK Nov 2009

Air Transport Management (Executive Development Program)

- Airlines business model, route evaluation, pricing strategies, revenue management, cost cutting strategies and methods of financial evaluation of airlines

Toulouse School of Economics - Toulouse, France Sep 2007

Master in Transport and Networks Industrial Economics

- Application of models of industrial economics to the field of transport, energy and telecoms. Econometric methodologies for data analysis and forecasting techniques.
- Memoire final: "*Downstream and upstream M&A: determinants and impacts. Evidence from the automotive and oil industry* "

University of Rome Tor Vergata - Rome, Italy Sep 2006

Degree (3 +2) in Economics

- Final vote: 110 cum laude
- Thesis two years: "*The current regulation of airport slots and proposals for reform: implications for competition in air transport*"
- Thesis three years: "*The trade effects of monetary union European Union*"
- Winner of the prize 'Sebastian and Rita Raeli for the 20 best students of the Faculty of Economics,

Letterkenny Institute of Technology - Letterkenny, Ireland Jan 2004

- Courses in: European Union Law, Marketing and Public Finance

OTHER

- Language skills: fluent in Italian and English
- Publications:
 - The prospects of low cost in volume "*Italy. The economic decline and the strength of tourism*", University of Rome La Sapienza (2008);
 - The trade effects of the European Monetary Union, Journal of the School of Economics and Finance, n. 6-7 of 2005

Member of the Board of Directors of Azzurra Aeroporti SPA

I hereby authorise the treatment of my personal data according to law 675/96