

## 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