
PRIVATE CAPITAL – TURNAROUND & RESTRUCTURING – ENERGY – EPC

More than 18 years of international experience in senior and interim management roles in the strategy and finance functions dealing with crisis management, stabilization, restructuring, as well as performance improvement. Worked across a wide range of industries, including Energy (upstream, midstream, downstream), Manufacturing, Construction & Contracting and Real Estate, in both consulting and corporate environment. Currently based in the Middle East, worked and lived for long periods of time in Italy, UK, Spain, Croatia, Greece, USA, South Africa, Nigeria, Angola, Congo, Egypt, Iran, and Indonesia. Fluent in English, Italian and Spanish.

PROFESSIONAL EXPERIENCE

OLIVER WYMAN, Private Capital & Restructuring | Energy | EPC - Dubai **2022 – Pres.**

Principal

Hired to develop the IMEA Private Capital and Restructuring practice, while reinforcing OW IMEA strategy capabilities in the Energy and Construction industries.

- Business and operating model review of a **family office conglomerate** with portfolio companies in the automotive, media, construction, and food & beverage industries
- Strategy definition and turnaround plan of a **Media and Entertainment group**
- Supported a **GCC's Energy Company** assessing new Asian market entry through a strategic brownfield acquisition

ALVAREZ AND MARSAL, Turnaround and Restructuring | Energy | EPC - Milan **2017 – 2022**

Senior Director, 2019 – 2022

Director, 2017 – 2018

- Served as Interim **Chief Restructuring Officer** of a manufacturing company producing components for home and professional appliances
 - Served a private equity owned technology company as **Interim Group Treasury Director**, facing debt maturity and cash flow issues, developing a 13-week cash flow model and management reporting on financial restructuring
 - Created the **transformation plan** of a Greek EPC listed company by re-defining their operating model and developing a bottom-up business plan
 - Evaluated several EPC Groups' **industrial/project plans** on behalf of lenders
 - Defined the **turnaround plan** of a global leader in infrastructures for data centers
 - Led the **turnaround of the controlled Italian affiliate company** of a US energy technology and service provider
 - Optimized **working capital and cash management** of a South African listed conglomerate (EPC, Mining and Steel)
 - Assessed **cost reduction** opportunities for an international EPC company offering foundations, tunnel excavation and construction services
 - Led orderly transition of Spanish EPC Group into **insolvency**
 - Supported a **private equity fund** with the **full review of its portfolio companies**, including assessment of value creation plans, review of historical performance and quality of earnings, review of business plan assumptions, and validation of valuation assumptions
 - Supported a **private equity fund** in assessing alternative options for an underperforming branch of a **global air cargo logistics group**
 - Supported **multiple private equity funds** with **Operational and Commercial Due Diligence, Post Merger Integration, Performance Improvement**
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BOOZ & CO. (NOW PWC STRATEGY&), Strategy | Energy Chemical & Utilities - Milan 2015 – 2016
Manager

- Provided business and financial advisory services in the preparation of the **construction of a 4-6bcm LNG re-gasification terminal** in Eastern Europe
- Supported a **major Italian gas and power utility** in the assessment of as-is processes at the design of a transformation plan covering the entire business value chain
- Performed a **market and regulatory** analysis for a gas and power retailer
- Provided **strategic PMO support** for a €50m **contract negotiation**

ALVAREZ AND MARSAL, Private Equity Performance Improvement | EPC - Milan 2013 – 2014
Senior Associate

Operational and Commercial Due Diligence, Post Merger Integration, Performance Improvement

ENI, Energy - Multiple Locations 2006 – 2012

- **Office of Exploration and Production (“E&P”) Division COO, 2012**
Responsibilities for the preparation of the upstream division strategy and business plan, periodic operating and business reviews, as well as the coordination of continuous improvements projects across the globe
- **Interim Head of E&P Division Consolidated Business Plan and Capex Monitoring, 2011**
Supported the implementation of a new reporting framework (fully integrated with Group ERP), and led the review of all upstream investments in terms of progress, feasibility and expected financial returns
- **Head of Planning, Control and Cost Recovery at Iranian subsidiary, 2009 – 2010**
Drew up financial statements using IFRS, prepared four-year business plans and quarterly forecasts for a \$1.5 billion development project
- **Joint Venture Audit Leader, 2006 – 2008**
Assessed JV global partners with reference to cost allocation, contract management and cash management

KPMG, Bologna 2005
Auditor

EDUCATION

HARVARD BUSINESS SCHOOL | General Management Program

HBS GMP is a 4-month intensive program designed for senior executives with at least 15 to 20 years of experience who are looking to expand knowledge and influence. **HBS Alumnus**

UNIVERSITY OF CAMBRIDGE INST. FOR SUSTAINABILITY | Sustainable Finance Program

This program is an 8-week online program designed for senior executives with interest for the role of finance in creating a more sustainable and resilient global economy

SDA BOCCONI | CFMT Starting Executive Program

Managing complexity, resources, people, markets, and innovation

UNIVERSITY OF BOLOGNA

Master’s Degree (M.S.) in Business Administration, cum laude

Bachelor’s Degree (B.S.) in International Management

OTHER LEADERSHIP ROLES & CERTIFICATES

Fellow of the Italian Chartered Association of Certified Public Accountants
