

**PERSONAL INFORMATION – INFORMAZIONI PERSONALI**

First Name - Nome Fabio	Family Name – Cognome Panzeri	
Nationality - Nazionalità Italian	M <input checked="" type="checkbox"/> F <input type="checkbox"/>	
Date of birth – Nato il 03/02/1979	Place of birth - Luogo di Nascita Desio	Address – Indirizzo di residenza Via Bergamo 2, 20135 Milano

**COMPANY INFORMATION – INFORMAZIONI POSIZIONE LAVORATIVA**

Name and Job Title of Supervisor – Nome e Ruolo del superiore diretto Riccardo Serrini - CEO		
Company - Società Prelios S.p.a.	Department/Unit - Funzione/Ufficio COO	
Hiring date (y/m/d) Data di assunzione 09/2018	Present Position/Job title Posizione attuale/Job title COO	Covered since Ricoperto a partire da 09/2018

**EDUCATION- FORMAZIONE**

Education – Titolo di studio	Year – Anno di conseguimento	Marks /Grade - Votazione
<b>MBA – Kellogg School of Management</b>	2006	With distinction
<b>Business Administration</b>	2002	110/110 cum laude

Other qualifications – Altre qualifiche


Mother tongue - Madrelingua: Italian

Foreign Languages – Lingue conosciute	Level - Livello
English	excellent (fluente)
French	good (buono)

**PROFESSIONAL AND MANAGERIAL TRAINING – FORMAZIONE PROFESSIONALE E MANAGERIALE**

Subject – Argomento del corso      Training Company – Società di formazione      Training period – (Da...a)


**PREVIOUS WORK EXPERIENCE – ESPERIENZE LAVORATIVE PREGRESSE**

Period (Da...a)      Position – Posizione ricoperta      Company – Società      Main responsibilities –  
Principali responsabilità

2015 – 2018			<p>Within BCC, involved in the set-up of the entire Portfolio Operations platform from scratch, now encompassing c.230 dedicated resources across 5 countries, managing corporate distress, NPL and RE portfolios - Responsible for managing investments executed in Southern Europe with focus on NPLs portfolios and corporate distressed turnaround/loan-to-own. Currently, Head of Portfolio Operations in Italy-On NPLs side, end-to-end management of investments including: i) team and strategy set-up and day-to-day management of servicing platforms (both internal and external), ii) definition of recovery budget/plan and monitoring of results, iii) calibration of workout strategies, team management and direct negotiation on largest positions</p> <p>○Currently responsible for 6 portfolios that include both NPLs and REOs and are managed by an aggregated team of c.110 FTEs across two different servicers</p> <p>○Vice-Chairman of Aquileia Capital Services, a regulated platform (c. 90 FTEs) owned by BCC in Italy and active in the management of NPL and RE; substantially acting as co-CEO of the platform-On corporate distressed side, responsibilities include i) CEO and executive team selection, ii) management incentive plans definition, iii) collaboration with Company executive team to determine key initiatives and priorities to achieve value creation objectives, iv) interaction at Board and top management level for targeted results and critical strategies, v) direct involvement in development of</p>
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			<p>near/moderate-term operating plan to deliver targeted results, vi) development of analytically-robust measurement frameworks and processes to guide efforts and track progress</p> <ul style="list-style-type: none"> <li>o Currently responsible for our investment in Habitat, a large RE Developer in Spain-</li> </ul> <p>Hired as Senior Vice President and promoted to Director in less than 2 years</p>
2014 – 2015	SVP Planning and Control and Risk Control, reporting to both the COO Midstream and the Group CFO	Eni S.p.a.	<p>-“Midstream” Division (ca. € 60 bn in revenues) is one of Eni’s three divisions created in 2014 through the aggregation of following business units: Supply and Logistic Gas, B2B Gas, LNG, Refining, Trading &amp; Shipping. Midstream was established to leverage on the experience developed by ETS intrading, risk management and assets optimization to turnaround loss making wholesale gas supply and logistics business and refining business in Europe.</p> <p>-Within “Midstream”, responsible for:</p> <ul style="list-style-type: none"> <li>o Budget and Business Plan definition for all business units, as well as preparation of periodic Business Reviews to assess performance of each business;</li> <li>o Interaction with Group CFO to provide economic and financial information on Midstream to both Group CEO and Investors;</li> <li>o Coordination of Risk Control and Middle Office activities for entire “Midstream”;</li> <li>o In charge of "Efficiency Program", with particular focus on fixed costs and non-core assets disposal.</li> </ul>
2012 – 2013	VP Risk management, Middle Office and Planning and Control, reporting to ETS CEO	Eni Trading and Shipping S.p.a.	<p>-ETS is the company within Eni responsible for commodity trading and risk management for the entire Group (ca. € 20 bn in revenues);</p> <p>-within ETS, responsible for managing an international team of ca. 70 people (in London, Brussels, Amsterdam, Milan, Rome, Houston and Singapore) focused on Planning &amp; Control and Middle Office (trades control, compliance, market risk, credit risk and operational risk monitoring and management).</p> <p>- Coordination of an operating improvement program to support rapid growth of Trading business within the Group (e.g. scouting of M&amp;A opportunities, IT systems simplification, improvement of control processes, development of operating platform to</p>

			support <i>Asset Backed Trading</i> growth, legal/company structure evolution, ...)
2011 – 2012	CEO Assistant	Eni S.p.a.	Support to Group CEO on: strategic and M&A projects, cross-divisional change programs, critical analysis of company results to support quarterly <i>business reviews</i> , coordination and support in the preparation of institutional meetings/events (Strategy Presentation, Leadership Meeting, BoD Strategy Day, ...)
2009 - 2011	Manager		<ul style="list-style-type: none"> <li>- Creation and start-up within Bain Italy of BFA (Bain Financial Advisory) <i>practice</i>, focused on industrial and financial restructuring of distressed companies (in 2011, ca. 15% of revenues of Bain Italy)</li> <li>- Acted as industrial and financial advisor in multiple industrial restructurings/refinancings (both debtors' and lenders' side), in various industries: agricultural machinery, tannery, textile/apparel, real estate, construction... between 100€M and &gt;1.000€M in Net Financial Position to be restructured.</li> </ul>
2006 - 2009	Associate Consultant		<ul style="list-style-type: none"> <li>Luxury Goods: multiple <i>due diligences</i> for Private Equity groups; development of business model and implementation plan for up-trading initiatives for a global apparel retailer</li> <li>- Oil &amp; Gas: investment control system and procedure redesign for Italian gas grid operator ; start-up of a dedicated organizational unit within existing organization</li> <li>- Banking: industrial advisor in the M&amp;A of two large Italian banking groups; synergies estimation, post merger integration program, identification of “high potential individuals” and implementation of retention initiatives</li> </ul>
2002	Business Analyst		<i>Post-merger integration</i> : definition of detailed integration plan for two Asset Management companies acquired by a large Italian banking group: PMO with particular focus on organization and IT migration.