Gianluca Fabbri

GROUP CFO

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Italian and English

Executive Summary

A highly accomplished, CIA Certified, Chief Financial Officer offering over 20 years of progressive and diversified experience in the FMCG, Agriculture and Oil industry. An outstanding reputation in finance building, leading, and advising corporations through complex assignments (Mergers & Acquisitions & Restructuring Processes), successful International expansion, Treasury/ Bank Relationship and ERP establishment. Uses a logical approach when executing strategy with Government entities, Advisory Boards and Business Units to facilitate the understanding for change.

Expertise across the International Sector - Consistent expert delivery of forecasting, budgeting and development of strategic plans. Industry known for a robust knowledgeable of SOX and compliance requirements in both IFRS and USGAAP. Solid knowledge of accounting principles with a track record of documented contributions leading to improved financial performance, heightened productivity, and enhanced internal controls.

Career Synopsis

UAE ALDAHRA GROUP
GROUP CFO: EXECUTIVE COMMITTEE MEMBER
OCT 2016 – PRESENT

Key Achievements

- Executed large acquisition of farms in Europe and US ; Developed end to end process documents by identified shared resources across the Group analysing the basis of allocation with rationale, considering tax implications, developing process / responsibilities (for budget and actual) and agreed impact with the stakeholders
- Spearheaded and proactively closed the largest Agricultural land deal in the EU (2018)
- Piloted agile development and execution of a large Pan- European Merger
- Implemented a forecast methodology and strategically developed a 5 years growth plan
- Implemented Zero Base Budgeting as well as a transfer price methodology; saving several millions of US tax dollars
- Restructured the Finance department and accelerated closing process

Core Competencies & Expertise

- Strategic planning & development
- Business set up and start up development
- Financial regulation and tax expertise in different legislations
- Mergers & Acquisitions
- International Expansion
- JV formation & StartUps
- Restructuring Processes
- Shared Services set up
- Projects Feasibility
- Growth Strategy
- International Tax Planning
- Resource Management
- Global Operations Efficiencies
- Forecasting & Budgeting
- Robust knowledgeable of SOX and compliance requirements in both IFRS and USGAAP

H.J. HEINZ COMPANY
CFO HEINZ AFRICA, MIDDLE EAST & TURKEY – CEO OF HEINZ PAKISTAN - CHARIMAN OF HEINZ NIGERIA AND PAKISTAN
DEC 2009 - SEP 2016

Key Achievements

- Played a pivotal role in setting and driving all financial strategy, allocating resources and investment allocation, M&A and talent development
- Significantly improved the processes within; Corporate/Operational Finance Accounting - Treasury – Taxation - IT, Internal Audits, Risk Management, Costing and reporting.\Delivered excellent operating and financial results including significant savings that led to a record NSV, EBITDA and cash delivery for the region.

Key Achievements Continued

- Led financial aspects to the transformation of Heinz Africa and Middle East into a US$300MM commercial company with customers in over 40 countries.
- Established stronger financial reporting for U.S. GAAP, enhanced cost controls, introducing corporate tax saving initiatives, improved cash flow by expediting international credit and collections.
- Enhanced multi-companies financial accounting and reporting systems and gained International finance and regulatory experience by developing key commercial operations. In addition, coordinated Sarbanes-Oxley Section 404 and corporate ethical compliance programs and plans.
- Launched a new business in Nigeria and developed a new business model growing to a USD 20 MM revenues on year 1 (EBIDTA over 40%).

Executed smooth process of Kraft Heinz merger in Africa and Middle East:

- Launched a new business model in Pakistan and as a result, established new company earnings of USD5MM sales in year 1 of roll out.
- Developed improved customer/distributor relationships and introduced the brand across new markets; including the setting up of the business in Nigeria.
- Re-distributed profit between Bus to ensure appropriate tax planning; ensuring the new entity benefited from additional resources which assisted the business in achieving 30%+ growth in top and bottom line.
- Initiated the set up of new business structure; introducing new products and aligned with Commercial strategy to build an incentive plan for new employees and distributors.
- Improved reporting system to drive streamlined decision-making processes.
- Established a new ERP system to improve report sales per country/ customer/ product which facilitated business meetings and drive key business decision-makings.
- Established local co-packing agreement in collaboration with SC; allowing local production without any Capital investment- achieved over 300% top line growth.
- Built and successfully implemented a new tax structure across Africa and Middle East to leverage the Dubai Free Zone status; contributing to multi million dollar savings during the period FY11 – FY15.
- Established and oversaw new legal distributor agreements .
- Sponsored and stimulated a new forecasting process that integrated finance, supply chain and demand planning; quarterly forecast accuracy improved by over 97.5%.
- Created and implemented a new trade spending analysis tool; improved Trade deal efficiency by over 2%
- Achieved double-digit growth in more than 20 countries.

General Policies

- Company-wide savings and implementation of improved procurement practices. Led efforts to document general. accounting and treasury policies and procedures; issued standard, company-wide policy and procedures manual. Documented cash management function and developed process for reviewing and improving daily cash activities.
- Led ERP implementation – Epicor – to establish new tools to align company capabilities with new business requirements

Strategic Planning

- Spearheaded the Corporation to design a trajectory to USD500MM.
- Led and assisted the team to accurately gathering, analyzing and organizing key information to track industry and competitive trends, developing forecasting models and scenario analysis, examining strategic performance, spotting emerging market opportunities, identifying business threats, looking for novel strategic solutions, and developing final action plans.
- Developed M&A proposals and feasibility analysis for the strategic plan FY13-FY15.

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GROUP CFO
MERGERS & ACQUISITIONS

H.J. HEINZ COMPANY
M&A SPECIALIST AND AUDIT DIRECTOR: EMEA & INDIA
Previously (Regional Audit manager Asia-Pac and Audit manager Southern and Eastern Europe).
Promoted to specialist on M&A acquisition and divestiture.
JULY 2007 – DEC 2009

Key Achievements

- Partecipated in HP acquisition pan_European and US deal, China frozen food (long Fong), Divestiture of European Tuna business (Ghana, Seychelles, France, UK, Italy), Russia acquisition Petrosoyuz and many other deals.
- Rebuilt the audit team from the bottom up, empowering staff with knowledge and delegating responsibilities
- Managed a team of 5 resources in London, 4 in Italy, 1 in India in addition to other locally shared resources, inclusive of Audit Managers, Supervisors, Senior Auditors, Auditors and Audit Assistants
- Set business strategy , core objectives, conducted team appraisals, built a risk based audit plans and manages all audit activities; implementing the audit risk methodology.

Actively participated or lead different deals in various countries:

- After having coached and promoted my successor in Asia Pacific: returned to London taking full responsibility of audit activities in the EMEA region and India

Selected Achievements

- Worked on successful divestiture, M&A and post acquisition integration projects ensuring compliance with USGAAP and Heinz policies.
- Achieved 100% compliance from a SOX perspective and no significant issues from external auditors.
- Contributed to the business financial procedures by introducing financial concepts like standard cost accounting and phasing deferrals in Asia and improved the same in the Pacific.
- Successfully managed post integration of JV acquisition in Egypt.
- Safeguarded company assets and helped healthy growth by recommending best practices and legal requirements across the globe.

H.J. HEINZ COMPANY
REGIONAL AUDIT MANAGER – ASIA PACIFIC – MELBOURNE
JULY 2007 – DEC 2009

Key Achievements

- Responsible to manage the audit activities in Asia Pacific. The area includes 2 offices one in Singapore and one in Melbourne. Reorganization of the audit team hire new resources and appoint and coach my successor
- Performed Mergers and Acquisition due diligences.
- Established new audit system and procedures; integrating IT, financial and operational audit procedures.
- Hired new staff in the region and rebuilt a new team of professionals whom all CPA and MBA qualified.
- Maintained and prepared in conjunction of VP-Audit bi-annual meetings with the board and CEO.
- Active collaboration on the establishment of Sox procedures in Heinz with direct responsibility in Western/Southern Europe and seafood business globally. Seafood divestiture analysis and recommendation.

Prior Experience

Audit Manager – South Eurpe and SE Asia
Audit Manager
Dec 2000 – Apr 2006

Eni Spa Project Financial advisor and Intrenal Audit
Jul 1998 - Dec 2000

Marcegaglia s.p.a.
Quality Assurance Controller
Mar - Jul 1998

Aurel spa
Quality Control Chart Implementation
1996 – 1998

Education

Masters Degree in Engineering
Laurea Magistrale - 92/100
University of Bologna, Italy Specialization