



Lodovico Mazzolin

Senior Executive; Private Equity and Debt Advisor; Non-Exec and Independent Board Director; Executive Search consultant

Industry: Corporate Banking, Retail Banking, Private Banking, Investment Banking, NPLs, Private Equity/Debt, Insurance, Payments, Asset; Management, Executive search

SUMMARY

- ✚ **Banker with 20+ years of experience** in commercial banking (private, retail, corporate banking), asset management, insurance, consumer lending, specialty finance, payments, digital transformation, corporate finance, real estate, NPLs and private equity.
- ✚ **Management consultant** for about 8 years in **McKinsey**.
- ✚ In the last 15 years, **senior executive for two major Italian Banking groups filling many relevant positions:**
 - Head of North West Italy, Head of Retail Division, Head of Sales & Marketing, Head of Wealth Management for the 3rd largest Italian bank;
 - Managing Director of a bank focused on specialty finance (leasing, factoring, structured finance, asset based finance and trade finance; real estate);
 - Head of Sales & Marketing for an Italian Private Bank with financial advisors.
- ✚ **Very deep expertise in plain and structured lending** for working capital and asset based m/l term investments both for Corporations and PA. Qualified experience in general management, restructuring and NPLs.
- ✚ **Many directorships** in asset management, insurance companies, brokerage houses, banks, payments institutions (Italian, Irish, Polish companies).
- ✚ Currently, **Consultant for an Executive Search firm** and **Independent senior advisor** for Private Equity, Startups/ Fintech and other financial services firms.
- ✚

CAREER BACKGROUND

CONSULTANT – ERIC SALMON & PARTNERS

2019 – Today

- ✚ Executive search, leadership and governance advisory in Europe with focus on FS, Private Equity, ICT and professional services

SENIOR INDEPENDENT ADVISOR - OWNER OF LM ADVISORY

2018 – Today

- ✚ Independent advisor for Private Equity/Debt, SMEs and start ups
- ✚ Followed as angel investor 2 start ups in leisure and in card linked offering. Assisted a couple of SPAC and Private Equity for scouting.

SENIOR ADVISOR JZ CAPITAL (private equity firm www.jzeurope.com)

2018 – 2019

- ✚ Advisor for M&A on Italian SMEs; Operating Partner for a project in Financial Services (challenger bank); Delivered a securitization platform and supported for an acquisition.

GENERAL MANAGER – NORTH WEST ITALY – BANCA MONTE DEI PASCHI DI SIENA

2017 – 2018

↓ 2.800 people coordinated (280 Branches; 20 Corporate Banking Branches; 13 Private Banking Offices); 20 €Bn assets; 13 €Bn Outstanding Loans; 450 €Mn Revenues.

↓ **Main achievements:**

- 1) from negative to positive net inflows, 2) double digit increase in loans; 3) 20% increase of investment advice adoption rate; 4) strong reduction of credit past due inflows (-15%).
- **Many big ticket credit transactions followed for more than 300 Mn origination** (e.g. 2 acquisition finance, 1 hospital construction, some offices and residential real estate deals, ...)

HEAD OF RETAIL DIVISION – BANCA MONTE DEI PASCHI DI SIENA

End 2016 – 2017

↓ **Responsible for Sales & Marketing:** budgeting, campaign management, product governance, partnership management (AXA, Anima, MasterCard, NEXI, Mediobanca / Compass, more than 30 Asset Managers,...), service models, Digital Banking, internal asset management unit (5 Bn asset in discretionary mandates); >500 people coordinated

↓ **Main achievements:**

- 1) Sale of acquiring Business and Bassilichi participation to NEXI; 2) long term alliance with NEXI; 3) competitive bid on consumer lending (+30% profits); 4) renegotiated agreement with ANIMA; 5) renewal of the JV with AXA;
- 6) renewal of the partnership with MasterCard; 7) launch of the new Digital Banking platform (+50% on line active users); 8) new business model and network restructuring (> 150 branches closed with churn less than 5%); 8) MIFID2, PSD2 projects delivered

MANAGING DIRECTOR BANCA MPS LEASING E FACTORING – MONTE DEI PASCHI DI SIENA

2014 – 2016 (2017 Exec Director)

↓ **Bank focused on specialty finance for SMEs and corporations.** 7 €Bn loans. 3,5 €Bn of NPLs managed directly through remarketing of real estates, equipment, boats and trains; >250 people coordinated, 50 specialized agents and 8 dedicated branches. About 3 Bn in Real Estate.

↓ **Main achievements:**

- 1) bank originally asset disposal (DGCOMP plan) restructured and saved; 2) implemented BCE AQR and stress test; 3) capital increase of 500 €Mn; 4) securitization of 2 €Bn (4x overbooking),
- 5) increase in market share in 1 year (+30% in leasing; +15% in factoring), 6) break even on core portfolio, 7) strong improvement of NPLs management (recovery >150 €Mn of bad loans)
- **Many big ticket transactions followed in real estate and construction** (e.g biggest public leasing in Italy, many plants and sheds, ...). Credit proxies for about 8 €Mn.

HEAD OF SALES & MARKETING RETAIL - BANCA MONTE DEI PASCHI DI SIENA

2012 – 2013

↓ **Responsible for retail and private banking** of: strategy and P/L, budgeting, advisory services, asset management/insurance/banking and payments products, asset management unit (ca 5 €Bn of discretionary mandates), marketing and multichannel management; about 250 people coordinated

↓ **Main achievements:**

- 1) new sales processes (0,6 Mn customers targeted monthly and overall YoY commission increase of +10%); 2) new trade marketing and digital contact center; 3) centralized CRM platform for Retail/ Private Banking (hit ratio doubled, +20% YoY commissions from asset gathering, other products hit ratio from less than 5% close to double digit).

HEAD OF PRODUCT AND PORTFOLIO MANAGEMENT DIVISION - BANCA MONTE DEI PASCHI DI SIENA

2009 - 2012

↓ **Responsible at Group level for:** the entire product range and the advisory services (asset & liabilities) of the retail/private/ FAs/small business segments; product factories (internal/external) relationship management & coordination (> 100 3rd party Asset Managers, 3 Insurance Companies, 10 Investment Banks, 1 captive consumer bank, portfolio management unit with 5 €Bn assets). More than 250 people coordinated.

↓ **Main achievements**

- 1) Leadership position in the protection market with the AXA JV (from zero to 6% market share); 2) launched the motor product (reached 9% market share); 3) launched a direct marketing platform (>100K policies sold in less than 2 years with hit ratio 7-35%); 4) repriced more than 200 product (> 300 €Mn revs generated over 3 years);
- 5) implemented exclusive distribution agreement with Compass (Mediobanca); 6) launched a new payment business model (white label model with Nexi, commissions +20% YoY; market share +11% in 18 months); 7) managed an Asset Management unit improving the performance (4,6 Bn assets with 52 €Mn yearly revenues; 15% C/I - from 25%; positive relative-to-benchmark performance, more than 90% success rate from 70%).

HEAD OF WEALTH MANAGEMENT DIVISION BANCA MONTE DEI PASCHI DI SIENA

2006 – 2009

- ↓ **Responsible at group level for the:** investment product range, advisory platform for all markets (Private, Retail, Corporate), network specialists support; almost 100 people coordinated.
- ↓ **Main achievements:**
 - **1)** Implemented a successful Life JV with AXA group; **2)** rebates revisions: +10-15% on asset management products; **3)** market share of distributed funds increased of about +25% in 3 yrs. **4)** implemented investment advising platform (more than 25 Bn of assets managed with RoA increased of about +15%);
 - **4)** Implemented a preferred partnership with Anima (assets gathered increased of ca 36%, from 11 €Bn to 15 €Bn in 2 yrs) **5)** PRIPs (structured products) development (structured or purchased more than 200 products years generating revenues for about 320 €Mn);

HEAD OF SALES & MARKETING - UNICREDIT XELION BANCA (FINECO)

2004 – 2006

- ↓ **Responsible marketing and product strategy.** 30 people coordinated.
- ↓ **Main Achievements:**
 - **1)** Advising platform (today the so called Fineco Advice - > 2 Bn of assets managed); **2)** delivered one of the first multiband platform; **3)** recruited FAs for 3 Bn with a cost of less than 1,5%; **4)** involved in the UniCredit wealth management project; **5)** Involved in HVB acquisition for the Private Banking division.

ASSOCIATE PRINCIPAL - MCKINSEY & CO

1997 - 2004

- ↓ **Strategic consultant** on marketing, organization, ICT, corporate finance with main focus on Financial Institutions. Served many Italian clients and some European, Asian and Middle-East companies. Principal from 2002 and member of the European Financial Institution Practice.
- ↓ **Main Achievements:** More than 10 business plan delivered, 8 M&A projects, 5 Restructuring projects, 5 Marketing Project and Sales force enhancement, 2 Credit and risk management program

ICT INDEPENDENT PROFESSIONAL AND RESEARCHER

1995 – 1997

BOARD DIRECTORSHIP

- **Board Director - Bancomat SpA (Italian debit card circuit - payments)**
2017 – 2018
- **Board Director - AXA – MPS (JV on life and P&C insurance)**
2017
- **Board Director Assilea – Italian Leasing Association**
2014 – 2016
- **Board Director Antonveneta Vita (Italian Life insurance company – JV with Allianz)**
2012 – 2015
- **Board Director VPAY Italy**
2014 - 2015
- **Board Director Antonveneta Assicurazioni (Italian P&C Company – JV with Allianz)**
2012 - 2013
- **Board Director Intermonte (main Italian Brokerage house)**
2011 - 2014
- **Board Director SGR ABN Amro Asset Management SGR**
2009 - 2011
- **Vice Chairman – MPS Fiduciaria (trust services company)**
2017 – 2018
- **Board Director – Banca MPS Leasing Factoring (Specialty Finance Bank)**
2017
- **Vice Chairman Assifact – Italian Factoring Association**
2015 – 2016
- **Board Director AXA MPS Financial (Irish Life Insurance Company)**
2007 – 2015
- **Board Director VISA Italia**
2014 - 2015
- **Board Director SIA S.p.A. (Payment Company)**
2010 - 2012
- **Board Director SGR Antonveneta ABN Amro Investment funds (Irish Asset Management Company)**
2009 - 2011
- **Board Director-Vice Chairman Xelion Doradci Finasowi (Polish FAs network and brokerage house)**
2006

EDUCATION – AWARDS - PUBLICATIONS

- ↓ Computer Science Degree, full marks & honors -1995 University of Milan
- ↓ MBA McKinsey
- ↓ Award from Italtel for the development of ATM-B-ISDN network protocols
- ↓ 2009 AIFin Innovation award "Cerchio D'Oro"
- ↓ Book – Achieving Excellence in Retail Banking 2003 – Chapter 9 "FAs embrace the enemy"

LANGUAGES

- Italian – MT; English – Fluent; French – Conversational