Gaetano Massara

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International executive with extensive strategy, corporate & project finance, commercial, regulatory dialogue, business planning & execution, and P&L management experience acquired in industry-leading organizations. Multifaceted professional skilled in providing leadership and overseeing transformation and positioning activities in transition and mature markets. Effective communicator capable to develop positive relationships with diverse stakeholders.

Areas of Expertise:

- Corporate & Project Finance
- Business Development & Sales
- Government Affairs & Public Policy
- Strategic Planning & Execution
- Business Management
- Team Building & Leadership
- Energy, Climate, Oil & Gas
- Infrastructure, Utilities
- Digital

Professional Experience

LOAN OFFICER; EIB GLOBAL, WESTERN BALKANS & TÜRKIYE; EUROPEAN INVESTMENT BANK, Belgrade (RS), 2024 – Date

- EIB Country Manager for Albania. Responsible for the management of EIB's portfolio in Albania. Origination, appraisal, negotiation, implementation of projects in energy, digital, transport and urban infrastructure.
- *Ansaldo Energia S.p.A., Cassa Depositi e Prestiti Group,* Member of the Board of Directors (2022-2026).

Key Accomplishments:

- Originated projects in Energy, Digital, Urban Regeneration, and Transport. Coordinated disbursements and execution.

STRATEGIC AND FINANCIAL ADVISOR, Rome (IT), Belgrade (RS), 2020 – 2023

- Energy consultant: member of the Department drafting Italy's strategy on energy and ecological transition.
- Editorialist on International Politics and Economy: articles for leading reviews, conferences, university lecturer.
- *EastCom d.o.o.*, preparation of business plan for foreign investments in Serbia.
- *Europe Energy S.p.a.,* International Division: reorganized foreign subsidiaries, prepared strategy and GTM set-up.

CEO; GE LIGHTING-TUNGSRAM SOUTH EUROPE, Rome (IT), Belgrade (RS), Athens (GR), 2018 – 2019

Inspired company transformation and turnaround of functions. Developed company strategy in Italy, Western & Eastern Balkans, Cyprus, Greece, Israel, and Malta. Restructured go-to-market organization. Oversaw financial advisory, government affairs, business development, sales in 'smart cities' initiatives.

Key Accomplishments:

- Achieved positive sales growth after 10 years of decline. Generated new business with top Italian accounts, representing a total pipeline in excess of €50M.
- Successfully repositioned company as a prime brand while developing project pipeline of over €100M.
- Developed new channels-to-market by partnering with top regional Energy Service companies in South Europe.

CEO; GE SOUTH-EAST EUROPE; GENERAL ELECTRIC, Athens (GR), Belgrade (RS), Zagreb (HR), 2012 – 18

Oversaw commercial & project finance, government affairs, market analysis, business development & planning, and organizational development functions. Led stakeholder management activities. Reshaped company strategy in Western Balkans, Greece, Cyprus, Malta by focusing on renewables, power, oil & gas, energy efficiency, infrastructure. Originated, appraised, structured, negotiated and executed financing for multiple investments from diversified funding sources.

Key Accomplishments:

- Coordinated *Project & Structured Financing* to the benefit of customers, facilitating cumulative project financing of €1B from IFIs, commercial lenders, ECAs, sovereign wealth funds, private equity (e.g. Cibuk wind farm, 167MW, Serbia; Blacksmith wind farm, 102MW, Serbia; Krnovo wind farm, 71MW, Montenegro).
- Directed *Government Affairs & Policy* activities leading to adoption of energy strategy and renewable energy regulatory frameworks by Serbia and Montenegro, triggering private investments in wind energy of 500MW and 150MW respectively. Promoted improvements to energy strategies of Albania, Croatia, Cyprus, Greece, Kosovo.
- Introduced top-down *market size analysis and segmentation* based on existing country strategies, and created alternative market scenarios based on demand-generation potential.
- Repositioned GE from marginal player to industry leader through capture of largest market share in wind energy and small cogeneration power plants; enabled order intake of €700M with 90% growth in 2017 and 60% in 2016.

- Led *Key Account Management* activity with developers, EPCs, financiers, and governments. Originated investment pipeline of €5B across renewable energy, gas-to-power, O&G, healthcare, energy management, lighting, water.
- Significantly improved brand awareness through effective *communication*, including at international fora.
- Built local team of seven direct reports who went on to receive promotions; managed €1M budget.

SALES EXECUTIVE; GE POWER CENTRAL & SOUTH-EAST EUROPE; GENERAL ELECTRIC, Belgrade (RS), 2016 – 2018

Commercial leader of GE Steam Power Systems in 18 markets. Managed project screening, bidding strategy, and investment case presentation activities with focus on environmental control solutions, biomass, waste-to-energy, and coal.

Key Accomplishments:

- Developed €4B project pipeline. Drafted and negotiated technology supply, project finance, and EPC agreements.

MARKETING & BUSINESS DEVELOPMENT DIRECTOR; GE SOUTH EUROPE; GENERAL ELECTRIC, Rome (IT), Belgrade (RS), 2007 – 11

Built relationships with government officials and corporate executives. Led GE South Europe throughout CEO transition period. Managed planning, market analysis, financial projection, and gap identification. Represented GE in key fora.

Key Accomplishments:

- Spearheaded business development activities for 'One-GE' initiative with top corporate accounts; involved the acquisition of Interbanca by GE Capital. Capture of EU funds of €1M for R&D to GE Oil & Gas and GE Transportation.

ASSOCIATE BANKER; MUNICIPAL & ENVIRONMENTAL INFRASTRUCTURE; EBRD, Belgrade (RS), 2005–2007

Investment projects as Operation Leader in Water, Solid Waste, Energy, District Heating, Urban Transport. Due diligence, deal structuring, financial projections, negotiations, portfolio management. Key projects: Sofia Water PPP, Bulgaria (€190M); Sava River Bridge, Serbia (€160M); Duboko Waste, Serbia (€12M); Tirana Municipal Transport, Albania (€18M).

ANALYST; TRANSPORT; EUROPEAN BANK FOR RECONSTRUCTION & DEVELOPMENT (EBRD), London (UK), 2003–2005

Investments in Roads, Railways, Airports, Shipping. Financial projections, due diligence, market analyses. Monitoring of projects implementation, drafting of legal documents and memoranda. Key projects: Uljanik Shipyard, Croatia ($29M).

ASSISTANT TO THE EC DIRECTOR; EUROPEAN COMMISSION; EBRD, London (UK), 2003

Screened projects for Board of Directors approval for institutional, financial & economic adequacy. Reports on EBRD's Countries of operation. International politics, economics, EU policies analysis.

Education

Certificate in Macroeconomic Theory and Policy, Yale University (USA), 1999

Master in International Relations, Societa' Italiana per l'Organizzazione Internazionale, Rome (IT), 1999

Bachelor's Degree in Economics & Business Administration (Cum Laude), University of Rome La Sapienza (IT), 1997 (Received *Best in Class* Award)

Languages

Italian (native), English (fluent), French (fluent), Spanish (fluent), Bosnian, Croatian, Serbian (basic)

Other

Freelance journalist, registered at *Ordine dei Giornalisti del Lazio*
Coordinator, *Geopolitics & Foreign Policy* Working Group, Guido Carli Association
(Former) **GE representative**, International Presidential Business Advisory Council; President of the Republic of Cyprus

Sport Achievements

Triathlon: 5-time finisher of 'Ironman'. **Sailing**: international regattas, including Trans-Atlantic Québec-Saint-Malò.
Rowing: Italian university champion.

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