

EUROPEAN
CURRICULUM VITAE
FORMAT



PERSONAL INFORMATION

Name and Surname **CLAVARINO, Luca**
Address Via Lovanio, 8 – 20121 - Milano
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E-mail clavarino@systematica.net
Nationality Italian
Date of Birth February 13rd 1950

EDUCATION AND TRAINING

Dates 1974
Name and type of organisation providing education and training Polytechnic of Milan
Title of qualification awarded Degree in Architecture
Dates 1976
Name and type of organisation providing education and training University of Oregon
Title of qualification awarded Master Degree in Landscape Architecture and Environmental Planning

WORK EXPERIENCE

Dates (from – to) From April 2009 till now
Name and address of employer Ernst&Young
Type of business or sector Real Estate
Occupation or position held Senior Advisor & Project Finance
Dates (from – to) From January 2009 till now
Name and address of employer Systematica S.p.A.
Type of business or sector Town and transport planning, urban design, new traffic and public transport technologies. Italian distributor for some of the most advanced traffic engineering, transport planning and pedestrian simulation codes
Occupation or position held Senior Advisor
Dates (from – to) From 2005 to 2008
Name and address of employer Hypo Real Estate International, Milan
Type of business or sector
Occupation or position held Legal Representative and Managing Director
Main activities and responsibilities From 2005 to 2008 Clavarino has been the Legal Representative of the Bank's Italian Branch, with the operational role of Managing Director and Senior Originator.
Clavarino was the key person in the process of re-launching the Bank's activity and brand in Italy after the crisis – between the Bank's top management and the previous Country Head – which had brought the activity of the local Branch to a halt between late 2004 and early 2005.

<p>Dates (from – to)</p> <p>Name and address of employer</p> <p>Type of business or sector</p> <p>Occupation or position held</p> <p>Main activities and responsibilities</p>	<p>From 1999 to 2005</p> <p>West LB, Milan</p> <p>Head of Real Estate Dept.</p> <p>In April 1999 Clavarino joins WestLB (WestDeutsche Landesbank) as Head of the Real Estate Dept. of the Bank's Milan Branch.</p> <p>For six years Clavarino's key role is that of assisting the Bank in its successful equity investments in some large real estate development schemes in Northern Italy, at the same time vigorously increasing the Bank's Client base and coordinating the activity of some of the Bank's Specialist Groups (London based Distressed Debt and Securitization, Mainz based Real Estate Credit, Milan based M&A) – often within the context of very innovative deals – and of highly qualified, outsourced interdisciplinary teams.</p>
<p>Dates (from – to)</p> <p>Name and address of employer</p> <p>Type of business or sector</p> <p>Occupation or position held</p> <p>Main activities and responsibilities</p>	<p>From 1993 to 1999</p> <p>MBA/Mario Bellini Associati</p> <p>Head of Business Development</p> <p>In January 1993 Clavarino joins MBA/Mario Bellini Associati, the Planning and Architectural Practice of "archistar" Mario Bellini.</p> <p>As a Board Member in charge of Corporate Governance, Strategies and Business Development, Clavarino is responsible for:</p> <ul style="list-style-type: none"> • Definition and implementation of a new "Business Model"; • Negotiation of the Professional Indemnity Liability insurance cover with the London Lloyd's; • Achievement of the ISO9001 Quality Certification. It must be noted that MBA is the first architectural practice in Italy to obtain such certificate; • Identification of new potential markets and origination of new Clients; • Selection of suitable technical Partners in Australia, Germany, Japan, Russia, UAE and USA; • Selection, co-ordination and management of architectural competitions; • Negotiation of Appointments/Contracts resulting from Awards related to above mentioned architectural competitions; • Overall supervision and management, including the function of liaison officer with the relevant foreign technical Partner, of the Practice Appointments/ Contracts.
<p>Dates (from – to)</p> <p>Name and address of employer</p> <p>Type of business or sector</p> <p>Occupation or position held</p> <p>Main activities and responsibilities</p>	<p>From 1989 to 1992</p> <p>Fondiarìa, Florence</p> <p>Head of Real Estate Dept.</p> <p>Clavarino returns to Italy in the autumn of 1989 to join Fondiaria as Assistant to the Director General.</p> <p>After a few months, he is appointed Head of the Group's Real Estate Department. This new post entails the direct responsibility of the real estate assets of Fondiaria Holding, Fondiaria Assicurazioni, Milano Assicurazioni, Previdente, Latina and Ausonia. The Group's top management objective, entrusted to Clavarino, is that of moving from the traditional, laid-back property management approach so typical of the whole insurance sector up to the mid nineties to a pro-active, dynamic, innovation-oriented approach. The property portfolio involved is substantial (with an estimated value, at that juncture, in the region of over 3.0bn USD), with valuable assets all over Italy and in a few European capital cities.</p> <p>After setting up a new, centralized real estate management unit, Clavarino carries out a thorough and structured inventory of the whole Group's real estate portfolio: each single asset/building is surveyed with regard to its cadastral, architectural, structural, M&E and tenancy profiles. All the surveys are then recorded onto a centralized database, where a "Property Book" and an independent Valuation can be found for each individual building, with a process that naturally leads to an easy identification of those properties fit for either sale, refurbishment or change of use/redevelopment. Having completed the portfolio survey, Clavarino then puts in motion a number of significant development and redevelopment schemes, a process which leads to the</p>

creation of a few “flagship buildings”, mainly in Milan, Genoa and Florence, where the Group has its Headquarters. This process enables Clavarino to establish a wide network of high level contacts within several Local Administrations throughout Italy, setting up relationships which he will never cease, later on, to keep active and alive.

Dates (from – to)
Name and address of employer
Type of business or sector
Occupation or position held
Main activities and responsibilities

From 1981 to 1989

Brenta AB Construction Ltd, London

Managing Director

At the beginning of 1981, Clavarino moves to London, where he joins, as a Managing Director, the Brenta AB Construction Ltd, a well-known construction company headquartered in Milan.

Brenta AB Construction Ltd is a start-up, which – over a decade – turns into a very successful Design&Build Company with an annual turnover (1989) of approximately 40.0m GBP. The Company is particularly active in the City and in the West End of London, within a market made mainly, yet not exclusively, of Italian Institutional Clients, Italian Banks, Italian Corporates and Italian HNWIs.

From 1985, alongside to its Design&Build activity, the Company carries out – on its own – a few, very successful residential real estate development schemes in the West End.

Within the UK market, the Company earns a sound reputation for quality and integrity: the title of Officer of the Republic of Italy conferred to Clavarino in 1988 by the Italian Ambassador in London witnesses the level of appreciation of the Italian Institutions for the work done in London by Clavarino and Brenta AB Construction.

Dates (from – to)
Name and address of employer
Type of business or sector
Occupation or position held
Main activities and responsibilities

From 1976 to 1980

Italconsult, Rome

Project Manager

Clavarino begins his professional career in 1976, upon his return from the United States after obtaining – as a Fulbright Scholar – his Master’s Degree. He joins Italconsult as Planning Specialist within the interdisciplinary team in charge of an important infrastructure project in Bolivia, then moves to Saudi Arabia as Project Manager in charge of the Supervision of Works of a large building Project.

**PERSONAL SKILLS
AND COMPETENCES.**

MOTHER TONGUE

OTHER LANGUAGES

- Reading skills
- Writing skills
- Verbal skills

Italian

English

Excellent

Excellent

Excellent

ADDITIONAL INFORMATION

- Member of the Board of Arbitrators, **AssolImmobiliare**;
- Member of the Board and Treasurer, **Associazione Italiana Consulenti e Gestori Immobiliari/AICI**;
- Member of the Executive Committee, **Urban Land Institute/ULI (Italian Chapter)**;
- Member of the **Royal Institute of British Architects/ R.I.B.A.**;
- Knight of Honour and Devotion of the **Sovereign Military Order of Malta/SMOM**.