

Paolo CERVINI

CEO POLIFIN - GEWISS - COSTIM

CEO di Gewiss Group dal settembre 2019, Paolo Cervini sta guidando l'azienda verso una forte crescita profittevole, introducendo cambiamenti ispirati alla **managerializzazione, internazionalizzazione e digitalizzazione** di tutti i processi, all'insegna della sostenibilità.

Con l'obiettivo di rafforzare la leadership strategica nel settore industriale e immobiliare, nel 2024 ha assunto anche il ruolo di **CEO di POLIFIN** e, da gennaio 2025, **CEO di COSTIM**, gruppo che controlla le società **Impresa Percassi e Gualini**.

La vision organizzativa introdotta nelle aziende del Gruppo GEWISS, incluse le controllate **Performance iN Lighting, Pulsar, Twilight ed Elmet**, è l'esito di un'expertise professionale che ha visto Paolo ricoprire in precedenza la carica di Presidente di Honeywell Building Solutions (HBS) Medio Oriente, Russia, Turchia e Africa, sviluppando soluzioni di sicurezza, protezione ed efficienza energetica per **organizzazioni leader nel settore pubblico e privato**.

Prima di Honeywell, ha maturato diversi anni di esperienza con Philips, trascorrendo otto anni in Medio Oriente e ricoprendo dal 2014 il ruolo di Senior Vice President e President di Philips Lighting Middle East e Turchia.

Dal 2012 al 2017 è stato anche **Presidente della Middle East Lighting Association**.

Paolo ha conseguito un **MBA presso la Wharton School della University of Pennsylvania** e un **MBA presso SDA Bocconi – Milano**. È laureato in Ingegneria Gestionale presso il Politecnico di Milano.



gewiss.com

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— Career Profile

Driven by purpose, passionate about people. End to end business management experience gained over sixteen years in multiple geographies at multinational companies, primarily operating in the Electrical, Electronic and Mechatronic industry applied to Access Control, Building Management, Energy, IoT, Safety and Security. Transformation enthusiast, nurtured and applied thru design and implementation of new business models and related organizational set up in multiple domains and geographies.

— Career Experience

Gewiss 2024 - present

Board Member (LightingEurope) 2025 - present

Description

LightingEurope is the voice of the lighting industry, based in Brussels and representing 32 companies and national associations. Together these members account for over 1,000 European companies, a majority of which are small or medium-sized, that manufacture luminaires, lamps and related components. They represent a total European workforce of over 80,000 people and an annual turnover exceeding 15 billion euro. LightingEurope is committed to promoting efficient lighting that benefits human comfort, safety and well-being, and the environment. LightingEurope advocates a positive business and regulatory environment to foster fair competition and growth for the European lighting industry.

Board Member (Twilight, part of Gewiss) 2024 - present

Description

Headquartered in the Netherlands, Twilight (part of Gewiss) is a European market leader in smart city lighting control solutions, specialized in sensors, connected lighting controls and management software. Our open platform, powered by Open API, enables Smart City and IoT integration.

Managing Director Business Unit Lighting 2024 - present
Executive Committee Member

Description

Established in 1970, headquartered in Italy and operating in more than 100 Countries worldwide, GEWISS is a multinational group operating in the domains of Home and Building Automation, Energy Protection and Distribution Systems, Smart Lighting and e-Mobility. Role leads the

Group's Lighting business and related P&L, serving customers globally thru multiple channels and brands. Reports to Group CEO. Manages 150M+ Eur business with 500+ employees in 28 locations and 5 manufacturing sites.

Key areas of responsibility

- Integral P&L Management
- Business Strategy
- R&D and Innovation
- Sales and Marketing
- Operations

Board Member (Performance in Lighting, part of Gewiss)

2024 - present

Description

Acquired by Gewiss in 2022, Performance in Lighting is an international company based in Verona (Italy), with important manufacturing sites in Italy, Germany, Belgium and the USA and over 500 employees operating in more than 28 locations.

Key areas of responsibility

- Company Governance
- Company Strategy

ISEO Ultimate Access Technologies

2021 - 2023

Chief Sales Officer

2021 - 2023

Executive Committee Member

Description

ISEO Ultimate Access Technologies is a multinational leader in safety, security and access control management, for professionals and consumers. Role is end to end responsible for commercial strategy, from ideation to execution, and manages all commercial related activities to drive sustainable profitable growth in products, systems and services, thru multiple channels and under the Group's brands. Has direct responsibility for all Markets' and commercial operations related organizations. Reports to Group CEO. Manages 200+ employees, 10+ legal entities, 170M+ Eur sales.

Key areas of responsibility

- Sales P&L Management
- Commercial Strategy
- Commercial Operations

Board Member (Sofia Locks, part of ISEO UAT)**2021 - 2023****Description**

Sofia (part of ISEO Ultimate Access Technologies) is a PropTech company, technology for property and real estate, created to provide flexible and secure access control solutions to a new generation of spaces. Sofia solutions have been designed after the needs of new working spaces and of innovative residential spaces (flexible living).

Key areas of responsibility

- Company Governance
- Company Strategy

Signify (formerly Philips Lighting)**2018 - 2020****Commercial Director Professional Channel | Italy, Israel, Greece****2019 - 2020****Description**

Responsible for sales and marketing. Role drives strategy, profitably grows sales and manages working capital for the professional channel, thru products and connected lighting systems as well as managed and data enabled services. Professional channel includes four sub-channels: end user, distribution, system integrators and specifiers, and targets the following segments: Office, Industry, Retail, Hospitality and Public. Reports to Market CEO. Manages 100+ people. Responsible for 100M+ Eur turnover.

Key areas of responsibility

- Sales, Margin and Working Capital Management
- Channel Strategy and Top to Top customer engagement
- Pricing
- Planning and Forecasting
- Channel and Product Marketing
- Sales Administration
- Contract and Tender management (commercial, legal, financial)

Sales Director Trade Channel | Italy**2018 - 2018****Description**

Responsible to drive strategy, sales and margin growth in the area of professional trade. Reports to Market CEO. Manages 50+ people. Responsible for 50M+ Eur turnover.

Key areas of responsibility

- Sales and Margin Management
- Channel Strategy and Top to Top customer engagement
- Pricing and Planning
- Trade Marketing
- Sales Administration

- Contract and Tender management (commercial, legal, financial)

Royal Philips **2008 - 2017**

Head of Systems Center | Africa, Middle East, Turkey, Russia, Central Asia 2015 - 2017

Description

The Systems Center falls in line with one of Philips key strategy pillars to drive innovation in professional lighting systems and services. The ultimate aim of the Dubai Systems Center is to become a world class point of excellence to help customers in developing and executing large scale projects, primarily in the area of networked and connected lighting systems as well as managed and data enabled services. Located in Dubai, the Systems Center operates in multiple markets such as Africa, Middle East, Turkey, Russia and Central Asia, covering the different stages of a project, from lead generation to contract delivery. Reports to Market Group Systems Center Leader. Manages 30-40 people.

Key areas of responsibility

- Opportunity qualification, development and negotiation
- Engineering of required architectures and service propositions
- Tender management (commercial, legal, financial)
- Risk management
- Contract management
- Project management
- Third party suppliers management
- Project financing
- Strategic alliances management

Key achievements

- Design of a global blueprint for Systems Centers
- Rapid competency build in the area of proposal and contract management
- Designed, implemented and globally benchmarked processes, tools and performance metrics for Systems Centers
- 30-50% year on year comparable sales growth, 3-5% integral sales margin improvement
- Productivity doubled after three years from implementation
- Creation of largest managed service portfolio globally, counting for about 50% of global sales in the services domain
- Global pilot for first of a kind projects in the area of managed services, connected lighting systems and indoor positioning
- Organization Net Promoter Score 50 points higher than global average, with continuous improvements over 8 quarters
- Project Leader of three Business Transformation initiatives for implementation across Growth Markets (Africa, Middle East, Turkey, Russia, Central Asia, India, Asia Pacific, Australia):
 - ❖ Systems and Services Sales and Profitability Growth (E2E methodology)
 - ❖ Systems Centers Effectiveness (E2E methodology)
 - ❖ Proposal Turnaround Time and Win Rate (Lean methodology)

Description

Responsible to drive specification, sales and margin growth in the area of networked and connected lighting systems as well as professional and managed services in the Middle East and Turkey. Reports to Market CEO. Manages 30-40 people. Responsible for 40M+ Eur turnover.

Key areas of responsibility

- Specification management
- Opportunity funnel management
- Sales and Margin management
- Top to top customer engagement
- Engineering of required architectures and service propositions
- Tender management (commercial, legal, financial)
- Risk management
- Contract management
- Project management
- Third party suppliers management
- Project financing
- Strategic alliances management
- Customer Resolution and Customer Services Management

Key achievements

- Drive transformation from a Product to a Systems and Services commercial organization, with 40-50% year on year comparable sales growth and 2-3% year on year integral sales margin improvement
- Design and implementation of a multi-channel approach for Systems and Services (value added partners and direct end user sales)
- Rapid competency build in the area of end user sales

Description

Position manages the day to day marketing activities and long term marketing strategy for the lighting organization in the Middle East and Turkey. Reports to Market CEO. Manages 30-40 people.

Key areas of responsibility

- Marketing Intelligence and Strategy
- Product and Channel marketing (professional end users, professional trade and consumer)
- Pricing
- Brand and Communication

Key achievements

- Global pilot for Business Market Combination Annual Operation Plan
- Designed a five years Strategy Plan of Operations

- Professionalized communication to market thru key initiatives (Partnership Program, Market Introduction Process)
- Designed and implemented an initiative to influence Government regulatory bodies with the creation of the Middle East Lighting Association (top lighting brands association) where Philips holds presidency as founding father
- Strengthened distribution management thru the implementation of joint marketing plans, demand forecasting, inventory rotation planning, tier 2 stock movement monitoring and performance rebate programs
- Designed and implemented an Integral Gross Margin forecasting and tracking tool to monitor and predict Margin developments based on channel and product MIX, resulting into 2-4% year on year Integral Gross Margin improvement and accuracy above target
- Implemented the first market sizing exercise in the region, with detailed view by country, category and channel
- Executed the first competition benchmarking survey and translated into portfolio requirements

Key Account Manager, Value Added Partners | Italy

2008 - 2010

Position is responsible for managing selected key accounts, maintaining a long term relationship and maximizing sales opportunities and long term profitability. KAM creates action plans to penetrate account portfolio, identify multiple stakeholders and engage internal resources while driving the sales process. Key areas of responsibility include Comparable Sales Growth, Integral Sales Margin, Forecast Accuracy, Funnel Health and Customer Satisfaction. Reports to Market Commercial Director. Responsible for 5M+ Eur turnover.

Infineon Technologies

2007

Analog Designer

2007

Responsible for development and patent of new generation of compensated operational amplifiers for telecommunication. Key areas of responsibility include development, design, testing, supervision of manufacturing process and submission of papers for patenting.

— Key Competencies

Business Management

- Integral P&L Management
- Business Strategy
- R&D and Innovation
- Sales and Marketing
- Operations

General Management

- Top to Bottom Line Business Metrics Management:
 - ❖ Revenue Growth
 - ❖ Gross and Net Profit Margin
 - ❖ Operating Cash Flow

- ❖ Working Capital
- ❖ IRR on Invested Capital
- ❖ Organization Expenses
- ❖ Advertising and Promotion ROI
- ❖ Productivity and Efficiency
- ❖ Forecast Accuracy
- ❖ Days Sales Outstanding
- ❖ Inventory and Stock Rotation

- Organization Engagement
- Customer Satisfaction Metrics Management:
 - ❖ Costs of Non Quality
 - ❖ Customer Net Promoter Score

People Management

- Talent Acquisition and Development
- People Performance Management
- Rapid Competency Build
- Succession Planning
- Leadership, Coaching and Mentoring

Sales Management

- Business to Government and Business to Business Sales Management (distribution and direct/undirect projects)
- Ecosystem and Channel Management (Specification, Distribution, Valued Added Partners and End User)
- Funnel Health Management
- Channel Management

Marketing and Strategy

- Marketing Intelligence and Strategy
- Product marketing
- Channel marketing (professional end users, professional trade and consumer)
- Pricing
- Brand and Communication
- Strategic Alliances Management

Contract and Project Management

- Tender Management (Commercial, Legal, Financial)
- Risk Management
- Contract Management
- Project Management
- Third Party Suppliers Management
- Project Financing
- Customer Resolution and Customer Services Management

Business Transformation

- Change Management
- End to End
- Lean

— **Education** —

Master in Electronic Engineering

Università degli Studi di Padova (Padova, Italy) and Boston University (Boston, USA)

Bachelor in Electronic Engineering

Università degli Studi di Padova (Padova, Italy)

— **Languages** —

English Proficient

Italian Native

Patrizia Durini, in qualità di senior manager di grande esperienza, con oltre 25 anni di leadership nella supply chain, la sua esperienza spazia nei settori automobilistico, degli elettrodomestici, dell'ingegneria e dei beni di largo consumo. Attualmente ricopre il ruolo di Chief Operating Officer (COO) presso Gewiss, con responsabilità che comprendono la supervisione della produzione, della supply chain, della qualità e della certificazione dei prodotti. Con forti competenze in materia di approvvigionamento, pianificazione della domanda, gestione della produzione e sourcing strategico, i precedenti ruoli di leadership in diverse multinazionali americane hanno ulteriormente affinato le competenze strategiche e operative. In possesso di una laurea specialistica in Ingegneria Industriale presso il Politecnico di Milano, combina il pensiero analitico con un approccio orientato ai risultati per guidare le performance aziendali. È noto per l'implementazione di strategie ad alto impatto e per la promozione di forti relazioni con i principali stakeholder grazie a eccellenti capacità di comunicazione e negoziazione. È un leader determinato che vive in ambienti ad alta pressione, garantendo costantemente l'eccellenza operativa e il successo a lungo termine.

Pezzella Nicodemo, nato a Brescia il 31.08.1967 (npezzella@hotmail.com)

Diplomato *Perito Industriale Elettrotecnico* (ITIS Castelli – Brescia) e *Laureato in Economia & Commercio* (Università Studi di Brescia); abilitato / iscritto nel *Registro dei Revisori Legali* previsto dal d.lgs. 39/2010, istituito presso il Ministero dell'economia e delle finanze.

Nel 2022 ha ricevuto dalla Presidenza della Repubblica Italiana la “Stella al merito del Lavoro” e viene nominato “*Maestro del Lavoro d'Italia*”.

Esperienza trentennale maturata in ambito Revisione Contabile, Amministrazione, Finanza, Controllo e Pianificazione Strategica di società italiane / estere (quotate e non), ricoprendo progressivamente ruoli di responsabilità in organizzazioni complesse, internazionali, multifunzionali, matriciali, con coordinamento di un team attualmente di oltre 100 professionisti AF&C. In passato ha lavorato per Gruppo Lucchini, Europa Metalli, KPMG-Audit, Gruppo Colata/Colombo, Gardaland SpA e dal 2000 nel Gruppo Gewiss, allora quotato alla borsa di Milano, ricoprendo ruoli crescenti.

Negli anni ha guidato/gestito progetti articolati tra cui: OPA/Delisting (Gewiss 2010/11), ristrutturazioni aziendali, setup nuove società, processi di M&A / Post-Merge-Integration (tra cui Performance in Lighting - 2022, Pulsar" e Tvilight - 2024, ...), disinvestimenti, implementazione di piattaforme articolate in ambito pianificazione/controllo/tesoreria/BI, compliance IFRS e fiscalità internazionale.

Forti competenze da *Team Leader* (in diretto riporto Amministratore Delegato), Financial management e talent developer; marcato orientamento al risultato economico-finanziario, supporto allo sviluppo multinazionale dell'organizzazione, ampio network relazionale nel sistema finanziario internazionale (istituzioni bancarie, fondi investimento, consulting firms, Financial advisors ...).

Attualmente ricopre l'incarico di *Chief Financial Officer* (CFO) della Holding Finanziaria Polifin SpA oltre che del Gruppo industriale Gewiss (fatturato consolidato 2024 di oltre 620M€, costituito da 30 società internazionali industriali/commerciali e di servizi). Membro dell'Executive Committee e del Leadership Team.

Oggi membro del Consiglio di Amministrazione di Polifin SpA (Holding Finanziaria) e di Gewiss SpA (dal 2005), ed è consigliere anche in diverse società del Gruppo. Passata esperienza da membro Collegi Sindacali al di fuori del perimetro Gewiss.