

Massimiliano Napolitano

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PROFESSIONAL PROFILE

Execution Partner and External CFO/COO with 30+ years of experience in finance–operations integration, cross-border structuring and end-to-end execution of complex industrial, infrastructure and international projects.

I operate through local project companies where I often hold legal representation or minority equity stakes, ensuring direct accountability, operational continuity and risk control in high-constraint environments across Europe, Africa and Central Asia.

My role is to make projects work: unblock processes, structure transactions, coordinate suppliers and institutions, and align finance, procurement and operations to deliver measurable results in technically and geopolitically complex contexts.

KEY COMPETENCIES

Execution Leadership: end-to-end coordination of complex industrial and cross-border projects

Finance–Operations Alignment: treasury, procurement, logistics, execution

Cross-Border Structuring: payments, banking relations, compliance, multi-country flows

Risk Governance: operational, financial and counterpart risk mitigation

Project & Transaction Management: industrial planning, capex projects, M&A support

Stakeholder & Institutional Relations: partners, suppliers, banks, authorities

Corporate Treasury & Structured Finance: €1B+ derivatives, €300M securitizations, €100M bonds

INTERNATIONAL PROJECTS

Algeria — Real Estate Projects: Pre-investment and early-stage operational coordination for large-scale development initiatives. Activities carried out through a local project company established with the Italian client, with planned minority equity participation.

Role: supplier engagement, banking setup, compliance, operational structuring.

Focus: preparing execution frameworks in a high-constraint environment.

Russia — Potok Air (Moscow): Cross-border financial structuring and business development between Russia and Italy. Activities executed through a 100% owned Italian company that signed the joint venture agreement.

Role: institutional relations, supplier coordination, evaluation of international opportunities.

Focus: bridging operational and financial constraints between Russia and EU.

Pakistan — Infrastructure Projects (FWO-funded): Execution and financial coordination for infrastructure works (highways, guard-rails, road signage) carried out by an Italian construction group through its local Pakistani company, where I held legal representation and a minority equity stake.

Role: supplier management, payments, collections, banking relations, progress monitoring.

Focus: ensuring operational flow in a high-constraint environment.

Afghanistan — Private and Institutional Investors: Support to international project structuring and

risk assessment through two local companies established for project execution.
Focus: feasibility, financial evaluation, operational risk mitigation in unstable contexts.

PROFESSIONAL EXPERIENCE

Partner & Managing Director

Consulenti Private S.r.l. / Baiar S.r.l.s. — Rome

2001–present

Execution & Cross-Border Operation.

Operational leadership for international projects in Europe, Africa and Central Asia.

Integration of finance, procurement and execution for industrial and infrastructure initiatives.

Structuring of multi-country payment flows, supplier relations and banking setups.

Direct involvement through local project companies with legal representation and equity roles.

Structured Finance & Treasury: €1B+ interest rate swap transactions, €300M securitizations, €100M bond issues.

Activities for public entities and institutions (Nomura, Deutsche Bank, UBS, Credito Bergamasco)

Outsourced treasury for Italian corporates (cash pooling, hedging, liquidity, governance)

Financial and administrative management of research projects for NEC Europe Ltd

Business planning and restructuring for Cotral S.p.A.

Treasury Manager

Bulgari S.p.A. — Rome

2000–2001

International cash pooling, financial risk management, consolidated reporting, support to extraordinary transactions, relations with Borsa Italiana and financial institutions.

Treasury Manager

Cofiri S.p.A. — Rome

1995–2000

International funding (ECP, EMTN, bonds); financing to IRI group companies; interest rate/FX/liquidity/credit risk management across Rome, Amsterdam and Cayman.

Trader

Banca di Roma S.p.A. — Rome

1991–1995

Interbank market, derivatives, position management, market analysis.

Middle Office Analyst

Banca di Roma S.p.A. — Rome

1990–1991

Risk control, reporting, money market analysis.

LANGUAGES

Italian: Native

French: Bilingual

English: Fluent

German: B2

ADDITIONAL INFORMATION

IT: MS Office, Adobe Suite, ClickUp, basic programming

Publications: taxation of financial instruments and derivatives

Teaching: financial instruments, treasury, risk management

Sports: Tennis (former ITF 1170), Chess (Elo 1600), Skiing

Hobbies: Watercolor painting, reading, former international tennis umpire (2006–2012)

Birth: Rome, 22 April 1967

Citizenship: Italian

Marital status: Divorced, 4 Children