



Massimiliano Moreni

CAPITAL · GOVERNANCE · EXECUTION

Board *Profile.*

What I bring to a board, which committees I am relevant for, and what I am available for — in one page.



BOARD & EXECUTIVE ADVISORY

Massimiliano Moreni

Executive & Board Advisor · Capital Allocator
Lugano, Switzerland

I work where institutional capital meets real industry. I represent the investment sponsor in a **~€1 billion European industrial programme** — fifteen circular-economy and energy-transition plants — chair the board of an environmental-infrastructure company, and sit on the investor side of live transactions.

WHAT I BRING TO A BOARD

Capital allocation discipline

Capital decisions brought back inside the board: alternatives not pre-discarded, assumptions stated, stop conditions agreed before.

Investor interface

Translating in both directions between capital and management, so the investment thesis is not lost along the way.

Execution-risk oversight

Reading an industrial programme the way those who build it read it: contracts, permits, risk structure, asset life.

Engineering root

Chartered engineer: I read the numbers of a programme at source, not in the summary prepared for the board.

The method. *Three systems coexist in every industrial programme — capital intent, governance, execution — and diverge from the day of approval. The fault is never inside a pillar: it is always between two.*
Published in full as the **Moreni Strategic Alignment Framework**.

COMMITTEE FIT

Strongest on **risk** and **sustainability**, with direct relevance to **investment and capital allocation** committees in investor-backed platforms.

SECTORS

Industrial and infrastructure platforms · Energy systems and decarbonization · Circular economy and environmental infrastructure · AI and compute infrastructure.

CREDENTIALS & AVAILABILITY

Certification in Corporate Governance and General Management · Chartered Engineer (Consiglio Nazionale degli Ingegneri) · MSc Mechanical Engineering, Politecnica delle Marche. **Few mandates at a time**, direct and non-delegated involvement — based in Lugano, global mandates.

Massimiliano Moreni

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Full board dossier
available on request