

FULVIO BUFFA

Board Advisor | Non-Executive Director | Industrial M&A & Exit Governance

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Executive with 30+ years of global leadership in complex industrial environments. Distinctive Cognitive Diversity: engineering rigour (Politecnico di Torino) and financial expertise in Corporate Valuation (SDA Bocconi). Specialised in Governance, cross-border M&A, carve-outs and Exit processes in PE-backed and multi-stakeholder contexts. Direct Board experience across France, Sweden, USA and UAE. Available for selective Board Advisory and NED mandates in industrial and PE-backed settings.

BOARD COMPETENCIES

- ◆ **M&A & Corporate Valuation**
Business valuation, distressed M&A and post-acquisition integration. Cross-border transactions across Europe, USA and Middle East.
- ◆ **Exit Governance & Carve-out**
Full management of Exit processes and corporate carve-outs. Direct experience from structuring to closing with trade buyers and PE funds.
- ◆ **PE-backed Governance**
Structured dialogue with institutional investors and PE sponsors. Value creation KPI monitoring: EBITDA, Free Cash Flow and Exit multiples.
- ◆ **Risk & ESG Oversight**
Supervision of operational, technological and regulatory risks. ESG as a lever for cost-of-capital optimisation and multiple protection.
- ◆ **International Board**
Cross-border governance with direct experience in France, Sweden, USA and UAE. Familiarity with Scandinavian, Anglo-Saxon and Continental models.

EXECUTIVE EXPERIENCE

- ◆ **Executive Chairman — FMCG Manufacturing**
Italy/France group. Board chairmanship, divisional spin-off and Exit to international trade buyer. Multi-jurisdictional governance.
- ◆ **CEO — PE-backed Contexts (x2)**
Two industrial companies in Private Equity: operational turnaround, EBITDA optimisation and full management of the sale process.
- ◆ **Managing Director — Northern Europe & France**
Swedish subsidiary management and French production/commercial start-up. North American market development for an international manufacturing group.

EDUCATION & LANGUAGES

- ◆ **SDA Bocconi**
Executive Program — Corporate Valuation & M&A
- ◆ **Politecnico di Torino**
MSc Electronic Engineering
- ◆ **Languages**
Italian (native) · English (fluent) · French (fluent)

TRACK RECORD — KEY TRANSACTIONS

- ◆ **ITALY — Carve-out & Exit**
Industrial division spin-off, Board chairmanship and full management of the sale process. Closing with international trade buyer following multiple due diligence rounds and negotiation with financial and legal advisors for both parties.
- ◆ **FRANCE — Acquisition from Insolvency**
Industrial asset acquisition from insolvency proceedings. Negotiation with four stakeholders with divergent interests: insolvency administrator, employee cooperative, local and central government, public financial institution. Site relocation and full operational restart.
- ◆ **USA — Distressed M&A / Chapter 11**
Acquisition of North American competitor in insolvency proceedings. Debt restructuring with the supplier-creditor network and full rebuild of the commercial network post-acquisition.
- ◆ **UAE — Government JV & Greenfield**
Industrial JV negotiation with a Gulf government entity. Structuring of greenfield production establishment agreement and definition of joint venture governance terms.
- ◆ **SWEDEN — Governance & Operations**
MD of Northern European subsidiary. Alignment of operations to Scandinavian corporate governance models, organisational optimisation and subsidiary KPI performance management.
- ◆ **POLAND — JV Management & Exit**
Start-up and operational management of industrial/commercial Joint Venture. Exit management via disposal of equity interests to a local strategic partner.
- ◆ **TURKEY — Asset-for-Equity**
Acquisition structured as contribution of technology assets and production lines for an equity stake in the target company. Governance oversight of the post-closing integration phase.

30+

years of global leadership

7

operational jurisdictions

3

negotiation languages

2x

PE-backed CEO + Chairman