

ROBERTO D'ALEO

CFO | Chief Financial Officer | Finance & Governance Executive

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EXECUTIVE PROFILE

Transformational CFO with 20 years of experience leading complex organizations in Defence, Aerospace, and Distribution. Delivered a net financial position turnaround from –€5M to positive, drove 3 ERP implementations, 2 M&A cycles, and IT consolidation across 5 European subsidiaries. Appointed Special Legal Representative by the Board of Directors with full authority over banking, contractual and institutional operations. Currently seeking a CFO role at an industrial group, holding company, family office or PE-backed platform, where I can bring rigorous governance, advanced financial control and data integration capabilities to support strategic decision-making.

KEY ACHIEVEMENTS

- Net Financial Position turned from –€5M to positive (2017–2025)
- DSO reduced by 30 days; bad debt losses made marginal
- 3 ERP implementations: Microsoft Dynamics NAV ×2 and Business Central
- 2 M&A cycles: buy-side and sell-side due diligence
- EN9120 (Aerospace) and ISO9001 certifications obtained and maintained
- Subsidiary and group-level BI architecture designed and deployed
- Interim Group CIO: IT responsibility across 5 European subsidiaries (~2 years)
- AI applications developed and deployed: sales forecasting, credit scoring, portfolio analysis

AREAS OF EXPERTISE

- • FP&A, Budgeting & Financial Planning
- • Credit & Risk Management
- • Cash Management & Working Capital
- • M&A and Due Diligence (target-side & buyer-side)
- • Governance, Compliance & Audit (ITAR, Tax, Quality)
- • Business Intelligence & AI (Power BI, Predictive Models, AI Agents)
- • ERP & Digital Transformation (MS Dynamics NAV, BC)
- • People & Reward Design (KPI-linked incentive systems)

PROFESSIONAL EXPERIENCE

CFO & Operations Executive – Special Legal Representative

Milexia Italia S.p.A. (Pan-European Group) | January 2023 – January 2026 | Milan

- Full responsibility for Finance, Operations, Supply Chain and IT (4 teams, 15 people).
- Financial transformation: maintained positive NFP with controlled credit risk profile (scoring and continuous monitoring).
- Migration to Microsoft Dynamics Business Central with complete end-to-end process re-engineering.
- Introduced AI tools for sales forecasting, customer scoring and portfolio analysis.
- Managed ITAR audit by US authorities (export control and dual-use compliance).
- Active participation in M&A processes: target-side and buyer-side due diligence, financial analysis, negotiation support.
- Special Legal Representative: legal representation vis-à-vis banks, contractual counterparties and public institutions.

Chief Financial Officer & Operations Executive

Milexia Italia S.p.A. | April 2010 – December 2022 (12 years 9 months) | Milan

- Built the foundations of the Italian subsidiary's financial and operational transformation (revenue grown from €14M to €40M).
- Implemented 2 Microsoft Dynamics NAV ERP systems; designed and deployed subsidiary BI system and group BI model.
- Structured credit management: DSO reduced by 30 days, bad debt losses made marginal.
- EN9120 (Aerospace) and ISO9001 quality certifications; managed Leonardo, Telespazio and tax/Enasarco audits.
- Interim Group CIO (~2 years): responsibility for multi-subsidiary ERP, BI, data governance and email server consolidation across 5 European offices.
- Designed and implemented KPI-linked incentive and reward systems.

- Supervised Solarelit spinoff (now Greenvolt Italia): chart of accounts and initial financial ecosystem setup.

Accounting & Administrative Manager

Milexia Italia S.p.A. (formerly Microelit) | July 2007 – April 2010 | Milan

- Managed general accounting through to statutory financial statements and consolidation package.
- Credit management: credit limit definition, credit collection management, reporting to parent company.

GOVERNANCE, COMPLIANCE & AUDIT

- Complex quality audits: Leonardo, Telespazio (aerospace supply chain)
- US audits on export control / ITAR (International Traffic in Arms Regulations)
- Tax authority and Enasarco inspections
- Waste regulations and environmental compliance
- Special Legal Representative with authority over banking, contractual and PA operations

DIGITAL & AI SKILLS

- **Microsoft Dynamics NAV (x2), Business Central ERP:** implementation and governance
- **Power BI:** subsidiary and group BI architecture
- **AI & Automation:** agents for forecasting, customer scoring, process automation
- **Python & AI Agents:** custom automation tools, financial forecasting, data processing — www.robertocfo.com
- **Microsoft 365 Advanced:** Excel, Power Automate, Teams, SharePoint

EDUCATION

- Economics and Business – University of Pavia (first-year examinations completed)
- ITCG Bassi Technical Institute, Lodi – 1987–1992

LANGUAGES

- Italian: Native
- English: Fluent – daily use in international group context