Emanuele Belsito

Personal Data

Date of birth: 25-09-1974

Nationality: Italian

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Education

2005 **SDA BOCCONI, Milan (Italy)**
Master of Business Administration with Honors

1998 **POLITECNICO DI TORINO, Turin (Italy)**
Degree with Honors (Top 1%) in Civil Engineering

Professional Experience

2025-Today **Senior Advisor, Milan (Italy)**

Drawing on over two decades of experience in strategic consulting and leadership, I provide expert advisory services to organizations across the energy, infrastructure, and private equity sectors. My focus remains on driving value creation in Waste Management, Energy Efficiency, Circular Economy and Gas & Power Infrastructures

2006-2024 **BCG - The Boston Consulting Group, Milan (Italy)**

- **Managing Director and Partner (Jan 2015 – Dec 2024)**
- **Principal (October 2010 – December 2014)**
- **Project Leader (Apr 2008 – September 2010)**
- **Consultant (Jan 2006 – Mar 2008)**

Coordinator for Energy Infrastructures in Southern Europe

Responsible for Infra Investor practice (within Principal Investor and Private Equity practice) in Italy, Greece, Turkey, Israel and Caspian

In the Energy space, I regularly advise both large Utilities and Oil & Gas players on their strategy and business development opportunities

I supported the Ministry of Economic Development in Italy in defining the National Energy Strategy (both in 2013 and in 2017) and – along the years – drafted papers on possible evolution of regulatory issues

In the Utilities space, more specifically, I have worked extensively for all the major players across the gas & power value chain, energy efficiency, waste management and water sector – I have led critical initiatives, including Business Plans for debt restructuring and market entry strategy, alongside M&A support and operational efficiency projects

In the Oil & Gas sector, I've delivered transformative results for global EPC and drilling contractors. Key achievements include leading a €400M cost turnaround, pioneering strategic workforce planning featured in the Harvard Business Review, and executing a multi-year digital transformation. Additionally, I developed a digital sustainability venture focused on carbon accounting and emissions management

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Professional Experience (cont'd)

I managed the relationship with most of the Infra Funds active in Italy I'm part of the coverage team at European level of large (i.e. AUM > 30 B€) Infra fund, with a clear focus on Energy / Circular economy

I conducted multiple DDs (both Sell and Buy side), across multiple sectors (e.g. Energy, Logistics, Travel & Tourism); most notably on gas distribution, waste management (e.g. plastic and paper recycling, waste-to-energy plants) and energy efficiency - EV in the 50M€ to 2 B€ range

1999-2004 IMPREGILO

- **Iceland – Technical Office Manager (2003-2004)**

Project Value 225 M€ - Responsible for the coordination of the Technical Office, analysis of Suppliers and optimization of costs and building methods in the construction of the tallest CFR dam in the World

- **Pakistan – Chief Engineer (1999-2003)**

Project Value 650 M USD - In charge of the Technical Division (~170 people); company representative towards the Site Management; part of the negotiation team dealing with the Government of Pakistan for the resumption of the Works after the war in neighboring Afghanistan

- **China – Engineer Training Program (1999)**

Publications & Speaking engagements

I am a lecturer at ISPI (Institute for International Political Studies) as part of their Executive Master in Energy Geopolitics, focusing on the strategic direction for national gas policies and on the critical analysis of energy scenarios and gas&power markets

Furthermore, over the years, I have participated in and organized nationally and internationally significant conferences, published reports, and given interviews to both general-interest and specialized publications. For example

- In 2017 and 2018, I coordinated the drafting of the Global Gas Report in partnership with Snam and the International Gas Union (IGU)
- I wrote reports on electric mobility, which have been featured multiple times (on Fortune, Il Sole 24 Ore, Milano Finanza, QualEnergia, Repubblica, and others)

Languages

Italian (Native), English (Proficient – C2), French (Basic – A1)

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