




FICHTNER
MANAGEMENT
CONSULTING ITALIA
Company presentation

February 2026



01 FMCI in a Nutshell

02 Our Services

The Fichtner Group is an independent international partner for consulting services dedicated to the energy industry

Founded and family-owned since

1922

> 170

countries where we have delivered our services

> 200

billion € of managed investment volume

> 355

million €
2024 turnover

> 2,300

professionals from
>65 countries

Within our Group, FMC is the reference point for strategy and management consulting services

FICHTNER

Complete skills. Unique synergies

FICHTNER
MANAGEMENT CONSULTING



24 years
experience



>1.700
projects



>80
professionals



Projects in
105 countries



8
locations



>1.000
clients

Our consultants leverage the Group's strong technical expertise to offer a unique and customized range of services

Our value proposition

Solid technical skills

FICHTNER
MANAGEMENT CONSULTING

Value creation initiatives

Trust

We provide realistic, data-driven recommendations, thanks to our extensive business background combined with strong in-house technical capabilities

Specialization

We are fully focused on the energy industry, leveraging deep market knowledge to navigate its complexity and evolving mechanisms

All-encompassing

We support our customers throughout the entire project lifecycle, from initial set-up to full operations

Holism

We support our clients with an end-to-end approach, from strategic design through to operational execution

Technicality

We can rely on our extensive in-house technical expertise in the energy sector with >2,300 professionals to support us

In Italy, FMC operates through a dedicated legal entity, a flagship office in central Milan, and a team of professionals with prior experience at leading global consulting firms

[Fichtner Management Consulting Italia S.r.l.](#)

- Established in Italy in 2026 through a dedicated legal entity:
 - Business address: Via Broletto 43, 20121, Milan
 - P.IVA & CF: 090485020150
- A team of ca.10 professionals with strong backgrounds in top-tier management and strategy consulting firms (Big 4 and strategy boutiques)
- >35 projects delivered in 2025 for leading investors, major multi-utilities and industrial top player
- End-to-end client support, from market insights and strategic decision-making to effective organizational and operational implementation



Our team is rapidly growing and is composed by skilled professionals with proven experience in facing complex projects and supporting major players of the energy industry

Our Team

Leadership



Viviana Rosa
CEO & General Manager
25+ years of experience



Rafael Schmill
Partner
20+ years of experience

Team



Simona Romelli
Manager
14+ years of experience



Gregorio Giroletti
Manager
8+ years of experience



Riccardo Lucarelli
ESG Manager
8+ years of experience



Alessandro Facchini
Senior Consultant
7+ years of experience



Marco Cerrini
Senior Consultant
6+ years of experience



Stefano Imberti
Senior Consultant
3+ years of experience



Loris Scalise
ESG Specialist
2+ years of experience

FMC Italia team is led by Viviana Rosa and Rafael Schmill, experienced executives with almost 50 years of professional experience

Our Leadership

Viviana Rosa



Viviana Rosa

CEO & General Manager

25+ years of experience

CEO & General Manager, she joined Fichtner Management Consulting Italia in 2024, following prior experience at EY, where she held senior leadership roles including Member of Energy Board, Global Client Service Partner for the Italian Energy market, Europe West Energy Business Development Leader and Markets Chief Operating Officer.

With over 25 years of experience across executive and commercial functions, she has held international leadership positions within large organizations operating across the consulting, manufacturing, fashion & luxury, media & communication sectors. Currently responsible for setting the firm's long-term vision, strengthening its competitive positioning, and driving sustainable growth within a highly technical and rapidly evolving sector. Core objectives include developing high-value advisory offerings; fostering strong relationships with utilities, energy developers, and institutional stakeholders; and ensuring excellence in project delivery supported by deep sector expertise. She also oversees organizational development, talent growth, and financial performance, ensuring the firm remains innovative, data-driven, and aligned with emerging trends in the energy transition and broader energy markets.

Rafael Schmill



Rafael Schmill

Partner

20+ years of experience

Partner at Fichtner Management Consulting Italia since October 2025, after 20 years of strategy consulting experience at PwC Strategy& (formerly Booz & Company). Current responsibilities in FMCI: business development, project execution, "COO" and team mentoring.

Expertise in the Energy & Utilities, covering the full value chain (upstream, midstream, downstream), with focus on Gas, LNG, Small Scale LNG, as well as significant expertise in the energy transition and now hydrogen domain. Participation in 125+ projects across 25 countries (across Europe, Africa, Asia, USA and Latin America), addressing areas like strategy and business development, business planning, Go-To-Market strategies, commercial optimization, operating model and organization reviews.

He holds an MBA from SDA Bocconi (Milan) with an exchange at New York Stern.

A management team with deep expertise across disciplines has capabilities to lead and deliver complex engagements

FMCI Team - Managers

Simona Romelli



Manager
14+ years of experience

Simona holds an M.Sc. in Management, Economics and Industrial Engineering and has over 14 years of experience in Management Consulting, with a strong focus on the Energy & Utilities sector over the last 8 years. She has deep expertise in the Italian energy market and regulatory framework, covering PV, Wind, BESS, Hydrogen and Biomass. Her experience includes market and regulatory analysis, business case development, process redesign, transformation program management, and post-deal integration.

Gregorio Giroletti



Manager
8+ years of experience

Manager at Fichtner Management Consulting Italia since 2024, Gregorio brings extensive consulting experience from Ernst & Young. He advises leading utilities, energy services providers, and financial institutes on how to compete and grow in complex energy markets. Gregorio has a proven track record in Go-to-Market strategy design, operating model and governance optimization, commercial and organizational due diligence, carve-out planning, and post-merger integration. He holds a Master's degree from Università Cattolica (Milan), with an exchange at ESSCA Shanghai.

Riccardo Lucarelli



Manager
8+ years of experience

Riccardo brings experience from more than 8 years in management consulting in the Climate Change & Sustainability sector with strong leadership in sustainability strategy projects and carbon management activities aligned with key international frameworks (e.g., SBTi) in the Energy, Financial & Industry sector. Furthermore, deep expertise in the European regulatory framework (EU Taxonomy, CSRD, CS3D, CBAM).



- 01 FMCI in a Nutshell
- 02** **Our Services**

We support our Clients on different topics, with a diverse range of skills and services

Service portfolio



STRATEGY & MARKETS

Evaluation of investments and orientation of corporate strategy driven by **market trends and insights**

- Market, Regulatory & Competitive Analysis
- Economic Feasibility & Industrial Planning
- Go-to-Market and Growth Strategy
- Offering Portfolio and Sales Channel Optimization



M&A & TRANSACTION

M&A services for support during and after negotiations

- Target / Buyer Scouting
- Transaction Due Diligence Services
- Post-Merger Integration
- Carve Out Strategy



SUSTAINABILITY SERVICES

Supporting your **sustainable transformation journey** by helping you navigate **ESG topics**

- Sustainability Advisory
- ESG Due Diligence
- Carbon Mgmt Services
- Climate Risk Assessment



ORGANIZATION & OPERATIONAL EXCELLENCE

Best practices and insights for **future orientation** and **operational excellence**

- Operating Model Design
- Organizational Restructuring
- Process Optimization & Operational Excellence
- Transformation Project Management

By combining market insights, economic rigor, and strategic execution, we help our Clients shaping viable strategies and translating them into profitable growth

Strategy & Markets



Market, Regulatory & Competitive Analysis

We bring deep market knowledge to deliver a **clear understanding of market size and dynamics, regulatory frameworks, and competitive positioning**, supporting our Clients in **identifying risks, opportunities, and value-creation levers**



Economic Feasibility & Industrial Planning

We **evaluate the economic sustainability of strategic opportunities** through detailed feasibility analysis and structured industrial planning. By assessing costs, revenues, risks, and financial impacts, we help Clients **prioritize initiatives and define realistic industrial roadmaps**



Go-to-Market and Growth Strategy

We support Clients in **defining clear GtM and growth strategies** by **identifying target segments, value propositions, and priority growth levers**. Our approach **aligns commercial ambition with market dynamics** to drive sustainable growth and strengthen competition

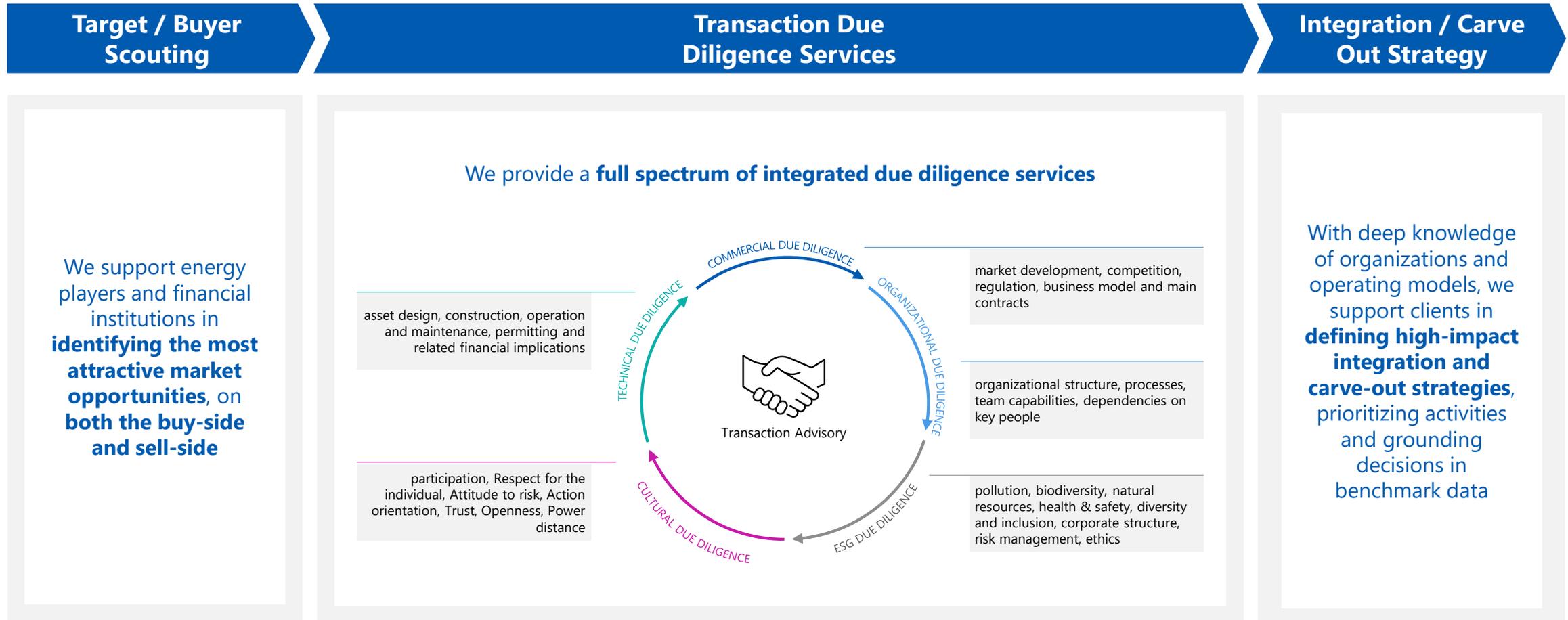


Offering Portfolio and Sales Channel Optimization

We support Clients in **refining their offering portfolio** and **optimizing sales channels** to better serve customer segments while **enhancing market fit, commercial effectiveness, and portfolio profitability**

We support the entire deal lifecycle, from origination to post-deal execution, leveraging a comprehensive suite of integrated due diligence services

M&A & Transactions



We offers services related to decarbonization and emissions management, along with solutions for sustainability and climate change

Sustainability Services

GHG Carbon Inventory

Identification of the target organization's GHG emissions by calculating Scope 1 and Scope 2 emissions from business operations, and Scope 3 emissions from the value chain

Decarbonization Strategy

Identification of GHG reduction initiatives, setting specific targets and implementation pathways, considering the technical and economic feasibility of the strategy and various future scenarios

ESG Due Diligence

Definition of the ESG due diligence process, aimed at analyzing key environmental, social, and governance issues relevant to target companies/activities, with a particular focus on health and safety

Supplier Evaluation

Assessment of the supply chain to reduce carbon footprint through analysis, supplier grouping, necessary interventions, and a medium/long-term development plan



CBAM Assessment

Assessment of the financial impact of CBAM regulations, including product analysis, calculation of embedded emissions, and prediction of import costs for CBAM-regulated products

Life Cycle Assessment

Implementation of specific Life Cycle Assessments (LCAs) to calculate the environmental impacts of product/service life cycles and meet market demands (e.g., CBAM)

Climate Risk Analysis

Definition of the company's exposure to climate change effects by identifying regulatory and economic impacts of major climate risks through scenario analysis based on site geography

ESG Rating

Preparation of documentation to inform stakeholders about climate management (e.g., reports aligned with TCFD recommendations or the CDP "Climate Change" questionnaire)

Climate risk analysis allows the identification of risks and opportunities related to climate change

Climate Risk Analysis – Financial Impact



Climate change negatively affects renewable energy systems, both by reducing their efficiency and increasing the risk of physical damage

The occurrence of fires results in the accumulation of ash and debris, the deterioration of electronic components and physical damage to infrastructure, leading to increased restoration and reconstruction costs

Hail causes cracks and breaks in solar panels, increasing repair and maintenance costs, while drought affects the supply to the electrolysis plant, consequently reducing hydrogen production

Rising temperatures reduce the efficiency of solar panels and electrolyzers, leading to a decrease in energy and hydrogen production

Financial Impact – Photovoltaic Project¹

€100-180k/MW

Wildfire

€180-300k/MW

Hail

€5-10k/MW

Extreme Temperature

Financial Impact – Hydrogen Project²

€100-200k/MW

Wildfire

€50-100k/MW

Drought

€80-100k/MW

Heat stress

¹ Large solar farm (60 MW) with a one-week outage for maintenance activities related to physical damage caused by the weather events

² Large-scale 'green' hydrogen production (160 MW) with a one-week operational stop for maintenance work caused by climate change

OUR SERVICES

We support Clients along an Organization & Operational Excellence journey, offering modular services that can be activated independently or integrated end-to-end based on specific needs

Organization & Operational Excellence



Operating Model Design

We assist Clients in **structuring the way the business operates**, from governance to core workflows, creating a solid foundation for performance and growth



Organizational Restructuring

We help Clients **align organizational structures with strategic objectives** by redefining roles and responsibilities, and reporting lines, supporting efficiency, cost optimization, and ensuring workloads are aligned with transformation initiatives and enabling technologies



Process Optimization & Operational Excellence

We enable **operational excellence initiatives** by improving process effectiveness through best practices, metrics, and continuous improvement



Transformation Project Management

We help Clients **translate transformation plans into results**, managing risks, dependencies, and delivery milestones



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MANAGEMENT CONSULTING

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