

RUEDIGER W. (Rudy) KOENIG

Lerchenstrasse 18 - 45134 Essen - Germany
Phone: +49 (201) 843-9593 Mobile: +49 (172) 868-8800
rk@ruediger-koenig.com

www.ruediger-koenig.com/en

International C-level and Advisory experience establishing, restructuring and expanding lean, agile businesses along the clean energy value chain, including nuclear. Structure complex transactions for innovative solutions to client and stakeholder needs in large capital projects. – Various pro bono activities in energy industry and stakeholder fora.

Energy For Your Success - d/b/a QENIQ Advisory – client projects since 2014

- Advisory work for clients in Germany, UK, Poland, Australia, KSA, UAE, South Africa, Turkey, U.S.A.; with Oliver Wyman, Mercer, VGB Powertech, and others, for new build and decommissioning. (ongoing)
- Support Jacobs Engineering/CH2M in German market for program management and decommissioning as well as international new build projects. (ongoing)
- Assess business proposals for innovative projects by start-ups and SME's under EU Research Executive Agency Horizon 2020 programmes.
- Perform independent review of the Polish nuclear new build approach to Integrated Proceedings to ensure the approach is practical, fair to potential bidders, favorable to the client and fulfils the intended purpose. (2015)
- Independent Lead Negotiator for a major NPP refurbishment procurement in South Africa. (in 2014)
- As interim Managing Director, NRW Pellets GmbH: restructure a standalone biomass business (CHP and pellet production) for RWE/Innogy in Germany following changes in ownership and fleet organization. (in 2014)
- Member of Advisory Boards: PowerGen Europe (now "Enlit"), Asia Nuclear Business Platform.
- Member EU Commission's JRC Decommissioning and Waste Management Independent Expert Group.
- Member DDIM e.V. (German international Interim Management Association), Leader In Projects.
- Affiliate, Nuclear Economics Consulting Group <https://nuclear-economics.com/ruediger-koenig/>

Prior corporate work experience

RWE Technology GmbH / RWE Power AG

10/'12 – 11/'13	PRINCIPAL CONSULTANT	<i>Essen, Germany</i>
06/'07 – 10/'12	HEAD, INTERNATIONAL DEVELOPMENT	<i>Essen, Germany</i>

European utility with €48 bn sales, 70,000 employees, and a 15 GW new build program. Manage 7 direct reports.

- Develop options to grow RWE's low-carbon generation by 6 GWe via nuclear new build ("NNB"):
 - ⇒ Establish Programme Management: identify investor expectations and criteria; analyse technologies and cost/risk profiles; develop international supply chain strategy; design organizational set-up and governance.
 - ⇒ Manage technical due diligence; develop partnering strategy, negotiate special exit options for successful bids to participate in NNB projects in Bulgaria and Romania, evaluate/reject further projects in EU and Turkey.
 - ⇒ Develop a UK joint venture with our competitor E.ON: Horizon Nuclear Power (as Alternate Executive Director).
- Design and oversee €10~20 bn procurement for Horizon's NNB at 2 sites in UK with a team of up to 200 experts from both shareholders:
 - ⇒ Assess suppliers' delivery capabilities; support reactor vendors in UK regulatory Generic Design Assessment (GDA); develop collaborative contract model.
 - ⇒ Develop and agree tender process and corporate decision making criteria; steer evaluation of EPC bids and financial viability, risk profile of business case; coordinate corporate stakeholders and compliance framework.
 - ⇒ RWE's award decision approved by Group Executive Board in 2012.
- Contribute to RWE's decision in 2012 to exit NNB due to capital constraints:
 - ⇒ Transaction support for sale of Horizon to Hitachi Ltd for over €800 mn cash.
 - ⇒ Restructure NNB team, document and secure NNB know-how.
- Market RWE's owners engineering and O&M competencies to international consultancy clients:
 - ⇒ Achieve €60 mn consultancy bid volume to international third party programmes.
 - ⇒ Evaluate and structure SMR and other GEN IV reactor projects.
- As Chairman, FORATOM New Projects Task Force (2011-'12), develop industry best practices in new build and waste management, organize industry positions and input to EU policy.

Interim Management and Executive Advice to Low Carbon Energy Industries

AZUR Space Solar Power GmbH

6/'04 – 9/'06 MANAGING DIRECTOR/CFO Heilbronn, Germany

The European leader and a global player in development and production of high performance solar cells for aerospace and terrestrial CPV applications. €20 mn sales, 90 staff.

Prepare company for divestiture, strengthen balance sheet and market position:

- Increase revenues by 30%, cut debt in half. Optimize cash and Forex management.
- Arrange €7 mn expansion investment for production of III-V triple-junction GaAs solar cells (> 27% efficiency in 2006, >40% today) and innovative LEDs.
- Perform M&A transaction services in 2005/'06 sale process to private equity investors.

RWE Solutions AG

9/'03 – 5/'04 EXECUTIVE VICE PRESIDENT, BU Energy Supply Essen/Germany

4/'03 – 8/'03 VICE PRESIDENT, Intl. Business Development Essen/Germany

6/'02 – 3/'03 SENIOR PROJECT MANAGER, M&A Frankfurt/Germany

RWE Solutions was a leading European supplier of diversified industrial systems, services, and utilities (sold to Advent Intl. in 2006) with €3 bn sales, 12,000 employees.

- Business Unit Head with functional responsibility for Finance, Controlling, Procurement, Legal, IT; €1.3 bn sales, 75 employees. (2003-'04)
 - Manage post-merger integration of 4 formerly separate RWE entities supplying 30 TWh/a electricity, 15 TWh/a gas to key account customers.
 - Implement new commodity and credit risk controlling processes.
 - Member of RWE Group Credit Risk Committee.
- Develop strategic plan for utilities supply to large industrial key accounts in newly un-bundled European energy market. (2003)
- Restructure and divest several engineering, consulting, hi-tech business activities and companies in Germany, Belgium, Romania. (2002-'03)

GNB mbH

8/'99 – 5/'02 MANAGING DIRECTOR Essen/Germany

Leading international supplier of casks for transport/storage of spent nuclear fuel and HLW. Responsible for commercial affairs, business development. App. €70 mn sales, 75 employees.

Corporate restructuring following prior political, technical and resulting financial problems, enable NUKEM to sell its minority shareholding to co-shareholder GNS at very favorable terms.

- Improve earnings from €0 in 1999 to €9 mn in 2001. Increase sales from about €40 mn in '99 to €70 mn in '01
- Improve performance through strengthening of project culture, new assembly facility in Germany; strategic alliance with Czech manufacturer, staff expansion in D and CZ.
- Grow order backlog by 50% within 3 years to €220 mn thereby securing long-term utilization: focus on core competencies permits efficient marketing and sales efforts.
- Establish U.S. engineering and licensing resource network for new GNB cask design. Serve as President & Chairman of General Nuclear Systems, Inc. (Columbia/SC, U.S.A.).

NUKEM NUCLEAR TECHNOLOGIES Corp.

12/'95 - 07/'99 PRESIDENT & CEO Columbia/SC, U.S.A.

09/'95 - 03/'00 MEMBER OF THE BOARD

General contracting, process engineering, mobile services in waste management and decommissioning for US DOE and commercial utilities. App. \$10 mn sales, 45 employees.

Start with 20 engineers at several sites nationwide but no sales, backlog, or corporate structure following a spin-off of two company divisions. Doubled sales and backlog annually.

- Position NUKEM as one of few bidders nationwide for DOE "Privatization Contracts" (design, license, build, finance, operate, decommission at fixed unit prices):
 - Partner with Lockheed Martin, Fluor, CH2M Hill, SGN/Areva and others to bid for a large (\$3+ bn, 10+ years) remediation and waste management program at Hanford/WA ("TWRS").
 - Prime bidder via TNS LLC, a special purpose joint venture with Dames&Moore, for a \$350 mn, 10 years waste

- management and decommissioning program at Oak Ridge/TN ("MVST").
- Establish WESKEM LLC with Roy F Weston Inc. and 8(a) partners to later win two 5-year "Workforce Transition Contracts" worth \$140 mn, up to 180 staff managing government nuclear facilities.
 - Achieve leading positions in commercial nuclear power plant market segments by establishing NUKEM as technological problem solver and investing in innovative equipment.
 - Acquisition of a leading competitor: our cash offer was outbid by a 3rd party who overvalued bad assets; upon their bankruptcy 3 years later, NUKEM bought the combined assets.

NUKEM GmbH / NUKEM Inc.

1988 - '95	HEAD OF TRADING AND BROKERAGE	<i>Alzenau/Germany</i>
1986 - '88	MANAGER, TRADING AND BROKERAGE	<i>Hanau/Germany</i>
1984 - '86	ASSOCIATE, BROKERAGE SERVICES	<i>White Plains/New York, U.S.A.</i>

NUKEM was an international engineering and general contracting Group with app. €1.5 bn revenues, 1000 employees worldwide.

P&L responsibility for Trading (outside NAFTA) and Commodity Finance with 45% share in global spot market and increasing importance as a major long-term supplier. €100 mn sales, 8 staff.

- Grow from €20 mn to over €100 mn sales, despite declining market prices.
- Transform business from brokerage to trading structured products based on own portfolio:
 - Purchase enrichment services worth several \$100 mn in the USSR. After '90 establish long-term U3O8 contracts in Uzbekistan, Kazakhstan; plus major deals in Ukraine, Russia. Arrange barter deals in Russia and Ukraine for NUKEM's engineering division.
 - Acquire U3O8 inventory and contracts worth \$60 mn from an Australian producer and a \$250 mn German national LEU stockpile. Hedge resulting long positions.
 - Win supply contracts with utilities and traders in Japan, Taiwan after consistent marketing efforts over several years. Extensive cooperation in Korea and China.
- Pioneer introduction and design of risk management and IT-based back-office tools.
- Introduce financial derivatives to structure new products for our €50 mn commodity finance portfolio. Serve as Managing Director of NULUX GmbH (Luxembourg), a joint venture between NUKEM, Dresdner Bank and RTZ.
- Nuclear fuel brokerage in the U.S. market.

EDUCATION and OTHER

1983	Graduate School of Business Administration, New York University (U.S.A.) International Management Program: 6 month certificate
1978 – '82	Graduate Degree, Business Administration, University of Cologne (Germany) Major in Banking, Finance, and Computer Science.
1981	Pennsylvania State University (State College/PA, U.S.A.) Research semester for Master's Thesis on "International Banking Facilities"
1978 – '84	various internships Banking (New York, London, Paris); cement factory in Tunisia; others in France
1962 – '68	Lived in Washington, D.C.

Native English and German; excellent French.

Advanced user MS Office. Various other user experience (Lotus Notes, SAP, Great Plains, Meridian, Brainloop).

German national.

Married, 2 adult children.