

Expert Counsel

2013 to date

STRATEGY & INTERNATIONAL DEVELOPMENT

Energy- Industry- Infrastructure

Family&Co (Paris, Lyon, Brussels): Partner.

BPI (France): Expert Counsel for Accelerators

Stratexio (France): Expert Counsel, program to accelerate SMEs international Development.

Expert "Enterprise Innovation" with European Commission- program H2020 (2017-2020)

NUCLEAR MARKETS & ECONOMICS EXPERT

NECG Associate (Nuclear Economics Consulting Group)

Expert IAEA, OECD/AEN, UNECA, IISS

Teaching: "Nuclear Economics" University Paris Dauphine, Master EFC.

Publication 2015 IFRI: "Financing Nuclear Power Plants Projects: A New Paradigm?"

2019 JWELB: "Conditions and possibilities for Financing Nuclear Power"

AREVA Group - Nuclear Business - W.W. leader - 48.000 empl. - TO €9 Bn

2007 / 2012

SVP PARTNERSHIPS / LARGE PROJECTS & LOCAL COOPERATION

3 direct reports + network of 70 to 100: 10 BUs + Purchasing+ Internat Rep Offices

Create a differentiating offering → AREVA, partner of choice in nuclear industries deployment.

Negotiate first-rate partnerships in target countries → Offers/orders RSA, UK, India...

- Set up and manage project teams Corp. and BU → Business plans, technical feasibility, risk...
- Define alliances strategies → Select local and global key partners.
- Negotiate with industrialists, Government Depts, engineering for large localization programs and partnerships → RSA program (EPRs + Nucl Cycle + National Nuclear Education & Training).
→ Partnerships with Rolls Royce – Global Agreements TATA, Skoda ...

2003 / 2006

SVP GROUP MARKETING OFFICER - Newly created position -

5 BG / 12 BU - 5 brands SIEMENS, COGEMA, FRAMATOME, TECHNATOME, ALSTOM T&D - Team 25 + W.W. Network 200

Re-position the 5 BGs / Brands marketing → Focus on AREVA integrated Business Model.

Launch new offerings per segment → Fuel Cycle, Installed Base: ctrcts 2G€. Nucl Reactors MS obj 30 % by 2025.

Change corporate culture: Technical vs Business → solutions oriented.

- Upgrade teams → W.W. experts & KAM. Synergy USA / France / Germany.
- Launch the partnerships / alliances concept → First USA → Design / licensing CONSTELLATION / BECHTEL
- Develop complementary offers → Renewables (TO 280 M€). Desalination plants.

FCI - AREVA - W.W. leader Connectors Business - 4 divisions Europe / USA / Asia - 15.000 empl. - TO €1,6 Bn

2001 / 2003

SVP CHIEF AUDIT OFFICER - New position - Report to CEO

Keep business risk under control (TO - 500 M€ / internet slump) → New KPIs / profitability.

Restructuring (- 19 sites Europe / USA). Rationalize R&D. Delocalize to Mexico & China.

COGEMA - AREVA NC - W.W. leader Nuclear Fuel Cycle - TO €3 Bn

1995 / 2001

VP STRATEGY / PLANNING / M&A / ECONOMIC STUDIES - Newly created position

Increase Strategic Planning reliability → Financial, coherence Market / Business Model

Drive Economic Studies, internal and international (OECD/NEA)

Expand international customer base → build plants Japan, USA.

Re-organize Mining portfolio → Close mines France, launch Canada.

Redirect choice of industrial process for Enrichment → G.Besse II / URENCO. Prod costs -50 %.

Valuation COGEMA business as creating AREVA → C. SUISSE / INDOSUEZ, MORGAN... Reference docts.

1990 / 1995

DEPUTY GROUP TREASURER - 15 empl.

Strengthen and step up interest rates and Forex risks management → Excess cash €1,5 Bn.

CAPEX financing, banking relations, cash flow management.

Ste LYONNAISE de BANQUE (CIC Grp) then BANQUE ARJIL - **TRADER** - Treasury Bonds, MATIF, SWAPs & Forex 1987/1990

ELI LILLY Corp - USA- Pharmaceuticals - 38 000 empl. / 120 countries - TO €17 Bn - **TREASURER** - USA then **CONTROLLER** – 1982 / 1987

FRENCH MINISTRY OF FOREIGN AFFAIRES - **VICE CONSUL** - New York - 1980 / 1981

Governance Academy – Brussels - Certification- Independent Board Director- 2015

Columbia University- New York USA - MIA – SIPA- Finance & Banking - 1980 / 1982

IEP- Institut Etudes Politiques - Paris Relations Internationales - Honors - 1974 / 1977

Board of Directors : « Club des Exportateurs de France »

Co-Founder « The Board Network »

Chevalier de la Légion d'Honneur