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INTERNATIONAL DEVELOPMENT / MAJOR PROJECTS

Energy / infrastructure - Europe / USA / RSA

Create Differentiating Offering to support business
Negotiation w / industrialists / EPCs / Gvt Depts
Risk Management

Colombia University. Sc. Po. English

Independent Counsel

2013 to date **MARKETING & INTERNATIONAL DEVELOPMENT**

Energy- Industry- Infrastructure

Market Analysis, Strategic Market Entry, offer positioning, prospecting, deployment.

On Nuclear Markets, on-going cooperation with NucAdvisor, Frenger International (UK).

NECG Associate, Registered Expert with GLG Group

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

AREVA Group - Nuclear Business - W.W. leader - 48.000 empl. - TO € 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 → RSA program (EPRs + Uranium transformation)
Partnership with Rolls Royce - Global agreements TATA, SKODA...

2003 / 2006 **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 → Turnkey projects.

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

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

2001 / 2003 **VP AUDIT** - 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 € Bn

1995 / 2001 **VP STRATEGY / PLANNING / M&A** - Newly created position

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

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 € 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 € 7 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 / Relations Internationales - Paris - Honors - 1974 / 1977

Femmes Business Angels

Chevalier de la Légion d'Honneur.