

RUEDIGER W. (Rudy) KOENIG

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International C-level experience establishing, restructuring and expanding lean businesses, along the industrial value chain for low carbon energies. Structure complex transactions for innovative solutions to client and stakeholder needs in large capital projects. Extensive experience in nuclear new build as well as front- and back-end and.

d/b/a QENIQ Advisory – recent client projects

- Various advisory work for confidential clients in Germany, UK, Poland, Australia, KSA, UAE, South Africa, Turkey, U.S.A.; partly with Oliver Wyman, Mercer, VGB Powertech, and others, for new build and decommissioning as well as related nuclear projects. (ongoing)
- Support Jacobs/CH2M in German market for program management and nuclear decommissioning as well as international new build projects. (ongoing)
- As interim Managing Director, NRW Pellets GmbH: restructure a standalone biomass business (CHP and pellet production) for a German client following changes in ownership and fleet organization. (in 2014)
- Independent Lead Negotiator for a major power plant refurbishment procurement in South Africa. (in 2014)
- Associated Partner, Nuclear Economics Consulting Group. (www.nuclear-economics.com/)
- Member of Advisory Boards: PowerGen Europe, Asia Nuclear Business Platform.
- Member EU Commission's JRC Decommissioning and Waste Management Independent Expert Group. Expert to EU Research Executive Agency for evaluation of proposals under Horizon 2020 SME Instrument.
- Member DDIM e.V. (German international Interim Management Association), Leader In Projects.

Prior work experience

RWE Technology GmbH / RWE Power AG

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

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 via 6 GWe nuclear new build ("NNB"):
 - ⇒ Establish Program Management: identify investor expectations and criteria; analyse technologies and cost/risk profiles; develop international supply chain strategy; design organizational set-up and governance.
 - ⇒ Successfully bid to participate in NNB projects in Bulgaria and Romania: manage technical due diligence; develop partnering strategy, negotiate special exit options. Evaluate further projects in EU and Turkey.
 - ⇒ Co-lead to develop a UK joint venture with our competitor E.ON; serve as alternate Executive Director of Horizon Nuclear Power.
- Design and oversee €10~20 bn procurement for up to 6 reactors at 2 sites in UK with a team of up to 200 experts from both shareholders and Horizon:
 - ⇒ 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; evaluate 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; support successful sale of Horizon to Hitachi Ltd for over €800 mn cash.
- Develop proposals to market RWE's nuclear owners engineering and O&M competencies:
 - ⇒ Restructure my NNB team, document and secure NNB know-how.
 - ⇒ Achieve €60 mn consultancy bid volume to international third party programs.
 - ⇒ Evaluate and structure SMR and other GEN IV reactor projects.
- As Chairman, FORATOM New Build Task Force (2011-'12), organize industry positions and input to EU policy.

Interim management and executive advice to low carbon energy industry

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 and 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 program at Hanford/WA ("TWRS").
- ⇒ Prime bidder via TNS LLC, a special purpose joint venture with Dames&Moore, for a \$350 mn, 10 years 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 at government sites.
- Achieve leading positions in commercial 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	Alzenau/Germany
1986 - '88	MANAGER, TRADING AND BROKERAGE	Hanau/Germany
1984 - '86	ASSOCIATE, BROKERAGE SERVICES	White Plains/New York, U.S.A.

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.

- 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.

Training on the job as a nuclear fuel broker 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 and various other user experience (Lotus Notes, SAP, Great Plains, Meridian, Brainloop).

German national, eligible for US Permanent Residency (Green Card).