

PROFILE

20 years of industrial and managerial experience within the SUEZ group, throughout the entire supply chain of the Group's activities in France and overseas. French-Italian, multilingual (French, Italian, English, Spanish). Knight of the French National Order of Merit .

ESPERIENCE

Deputy Director-General of SUEZ in charge of French operations (5.2 bn – 25,000 people) - 2021

- Definition of a new value creation strategy
- Launch of the « new » Suez
 - Supervision of carve-out operations
 - Implementation of the new governance

General Manager of Eau France (2.2 bn - 12,000 people) and France Development Management (Water and Waste) — 2017- 2021

- Implementation of a strategic vision based on value creation for shareholders, customers and the involvement of employees
- Spirit of conquest and territorial strategy
- Customer oriented digital strategy
- Development of the Expertise business system
- « Releasing our energies» transformation plan
- Industrial and operational strategy: long-term performance plan with net savings of 140 million Euro in 4 years
- Historical attainment of the Toulouse Métropole Sanitation contract: 521 million Euro
- First “Smart Cities” contracts in France: control centre connected for public area facilities (Dijon then Angers)
- Contract renewal rate: 76% / Positive commercial balance / Benefit policy (+10 mn Euro)
- Improvement in NSP for local authority customers (+ 16 pts) and retail customers (+ 9 pts)

General Manager Industrial Solutions – SUEZ — 2013-2017

Position based in Washington DC and then New York

- New market perspective oriented towards “global solutions provider” and development of a profitable growth strategy in targeted technological segments

- Creation of a single division and restructuring of production plants and engineering centres
- Technologies portfolio management: innovation and acquisitions
- Emblematic victory: Montréal sanitation (110 mn \$)
- Targeted restructuring: return to an EBIT of 4%

General Manager Ibéria & Africa - DEGREMONT- 2009-2013

Member of the Degrémont executive committee

Position based in Bilbao

- Development of international business:
 - Consolidation of the engineering platform for international export contracts
 - Creation of a centre of excellence in desalination. Perth Victoria (Australia) and Barka (Middle East)
- Reorganisation and merger of Portuguese and Spanish, then African operations:
 - Leading market player in Spain and Portugal, historical performance in 2012 with 80% market shares
 - Development of service operations
 - Success of action plan and retention of key skills.

DAF International construction business - DEGREMONT- 2005-2009

Position based in Madrid

- Management control, funding and standardisation of concessions and internal audits

Project Manager - DEGREMONT — 2001-2005

- Management of projects, contracts and planning

Consulting - GFI INFORMATIQUE — 1996-2001

- Pre-sale, development of commercial offers, implementation of ERP and implementation of associated procedures

MANDATES:

- Chairman of FP2E (Professional Federation of water companies)
- Co-Chairman of the *Cercle Colbert* (Observatory of territorial and social transformations)
- Director of the French-American Foundation

STUDIES:

- Master II Management - UFR Reims (1995/1996)
- Master in Econometrics and Master in Economics - UFR Reims (1994/1995)