



Jaufré Rouanet

CIMA / CGMA / AICPA – ID#1-264K42G

INSEAD Alumni

UAE Resident since 2012 / French citizenship

44, Married, 2 children

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Corporate leader supporting Entrepreneurs, Shareholders and Board of Directors of fast changing organization in challenging environments.

A recognized ability to enhance organization maturity from start-up to IPOs, to drive strategic decisions and to manage group wide expansion / restructuring thanks to a large scale of experiences (16+ years) in Corporate Finance at international level in various industries and environments.

Taking leadership roles as Chief Financial Officer or Chief Restructuring Officer in a large organization to take responsibility for financial and corporate development.

WORK EXPERIENCES

JRC CORPORATE CONSULTING (Corporate Services and Corporate Finance Consulting)

July '16-Today

Partner and CEO

Dubai, UAE

Serving UAE and International based foreign entrepreneurs with the vision of releasing the potential of their ventures by:

- Guiding governance and compliance with International and UAE requirements
- Supporting accounting and reporting production (outsourced or through system deployment) and legal reviews
- Documenting budgets and business plans in the view to validate the value creation script
- Advising throughout fund raising or financial restructuring activities (business divestiture, liquidation and recovery)

To date, JRC has been engaged inter alia to support businesses in technology, oil and gas, sports, insurance and retail activities.

Key engagement:

- CRO, JBF RAK LLC Restructuring (representing Mashreq syndicate and Davidson Kempner)
- Interim-CFO Neopharma (Restructuring program definition and business continuity - \$0.4B)
- External-CFO, SFM Corporate Services
- Interim-Group reporting process review - Dior Middle East
- Interim-CFO – LVMH Fashion Group Middle East
- Legal and Financial Restructuring DB Group
- VDD – Desalination plant UAE
- Real Estate portfolio - Valuation, financial modelling and debt restructuring proposal (\$0.7B)
- Accommodation Basis – Abu Dhabi – Financial Modelling and restructuring proposal (\$1B)
- External-CFO, Aquatreat LLC
- CFO, Hawa Water

STSI – Strategic and Tactical System Intelligence LLC (IT integrator) (Revenue '17: US\$3M)

Aug.'16-Today CFO, Director and shareholder
(Reporting to Group BOD and Shareholder)

GCC/Africa – Abu Dhabi, UAE

Founder and shareholder of a UAE based venture in IT solutions: software development and integration for security and electronic warfare solutions. Covering Finance, Legal and Governance as part of the Board of Directors.



UNAENERGY GROUP HOLDING PTE Ltd. (Oil Field Services and EPC - revenue in 2015 US\$200M)

July '11-Aug.'16

Senior Vice President Finance

UAE/GCC/Africa/Caspian

(Reporting to CEO, Group Board of Directors/Shareholders)

Leading the finance function for the organization covering jurisdictions from Singapore, Europe, UAE, GCC, Iran, Nigeria, Algeria, Angola and Caspian area (Kazakhstan). Responsible for managing the finance function and expanding the company's corporate finance capabilities. Management of a team of 20+ staff over 4 jurisdictions (4 FCs, 3 Corporate Finance, 5 site staffs, 10 accountants) over 4 business units to cover all corporate finance services.

Strategy

- Quarterly finance presentation to Board of Directors and Shareholders,
- Documenting the Group business strategy, defining segments / business units based on markets, products and clients,
- Leading due diligence exercises for external growth.
- Corporate Restructuring

Achievements:

Acquisition of a significant stake and controlling interest in a Romanian engineering company, conclusion of 2 SPAs for the acquisition of significant stakes in Oil Field Services companies in Qatar and Iran.

Control and Risk Management

- Design, documentation, deployment and testing of a Group wide internal control framework based on the COSO framework (Process documents, control and authority matrixes),
- Leveraging from a 6 Sigma assessment for system integration (automated workflows and data management systems) – implantation of a “zero paper” platform,
- Compliance process design, deployment and audit (with support of TRACE, Hughes Hubbard, PwC) to ensure satisfaction of internal governance, UK Anti-bribery Act and FCPA provisions.

Achievements:

Recommendation letters received from clients with comments as “first class level control and compliance system setting the bar for Companies in the industry”.

Financial Strategy

- Designing an integrated Financial Model for the group including 3 statements output and a 5 years business plan,
- Engaging into capital raising (Equity + Debt) with a Corporate advisors firm including Financial Modeling, IM Preparation (Investor Memorandum Bank and Equity), Roadshow to Banks and Equity Firms,
- Engaging with business restructuring partners and investors on a prepack investment.

Achievements - Securing access to financial resources:

- April 2012: Completion of a US\$25M Corporate funded facility with Barclays. Overdraft facility available for project working capital requirements coverage.
- May 2013: Securing a US\$25M Project Facility including working capital loan, off-balance sheet guarantees, and trade finance instruments (LCs + FX hedging) with Mauritius Commercial Bank.
- July 2014: Entered into US\$125M of Islamic Facilities for Group refinancing and project financing through cash and non-cash financing with Abu Dhabi Islamic Bank.
- In addition, the Group raised equity in the form of US\$25MM of Preferred shares (inclusive of PIK) with private individuals over the last 24 months.
- 2016: Debt restructuring through asset portfolio assessment and recovery. Reduction of Bank potential exposure by over US\$100MM over 2 years.

Financial Management at Projects and Corporate level

- Budgeting: Leading the budget process in conjunction with the BU MDs and BU Financial Controllers from budget, forecast, variance analysis to business plan,
- Financial Structuring: Leading the project financial structuring with our contract team, banks and clients for contracts, LGs and LCs drafting, issuance and negotiation,
- Reporting: Design, deployment and control through monthly meeting Financial, Risk and Operational reporting with BU MD and BU Financial Controller (through KPI, P/L, cash-flow and risk heat map). Quarterly reporting/presentation to Board of Directors and Shareholders.
- Filing: Leading and representing Management for Local/Group Consolidated Financial Statements preparation under IFRS and local GAAPs. Coordination with Group Auditors across jurisdictions.



- Tax: Supervising legal and tax filing in 7 jurisdictions in conjunction with our local service providers. Taxation covered: CIT (through WHT or direct filing), PIT, Social Security and VAT.

Achievements:

- Several major import/export LCs structuring, confirmation, RMB with leading international banks,
- Annually completed 3 consolidations and audit certifications without qualification with a year over year acceleration by 50% of the audit closing,
- Revenue CAGR above 20% over the last 5 years,
- Double digit EBITDA performance maintained as energy markets collapsed,
- Leading cost restructuring effort with significant reduction of overhead and structural costs.

PWC (World leader in Audit, Tax and Consulting services)

Sept. '02-June '11 PwC Senior Manager

Monaco (3 years), USA (2 years), France (3 years)

- Multinational Companies: Financial Statements Audit (French / UK / US GAAP / IFRS and Monaco GAAP).
- Sarbanes-Oxley Act implementation for SEC Registrants / Internal Control Implementation.
- SEC Registrant audit: US GAAS audit, including 404 compliance.
- Consolidation for International organizations.
- Due Diligences (Buy Side, Financial Performance/restructuring, fraud and compliance).
- Set-up of the PwC Monaco office as the 150th country of presence of the firm.

Key Clients / engagements:

INEOS – Petrochemicals,

France

US\$34B Revenue / 17,000 employees worldwide / France PP Production unit INEOS Polyolefins

- Assistance to European Management of INEOS Polyolefins for review of the Group restructuring plan deployed at the Sarralbe PP production unit
- Review and documentation for Steering Committee of the HR impacts of the restructuring
- Prospective financial impacts of the restructuring

L'Occitane en Provence – Cosmetics - Public, 973:HK

France / Hong-Kong

US\$1.1B Revenue / 7,000+ employees / worldwide

- Assistance to investment banks for IPO Prospectus development and filing (Risk assessment, Internal Control disclosure, Financial projections and business plan),
- Acquisition Due Diligences for Melvita Business (US\$100M Revenue) (Financial, Legal and Business DD on site, Purchase accounting and SPA, Post-acquisition integration team).

Dietsmann – Oil and Gas / Maintenance services

Monaco / Nigeria / Netherlands

US\$ 600M Revenue / 5,000+ employees / Worldwide

- Leading the worldwide audit (Africa, Middle East, Europe),
- Consolidation audit, presentation to Board of Directors deliverables and Audit Committees,
- Performance of Agreed Upon Procedures or due diligences for local joint ventures and partnerships,
- Internal Control: assessment and remediation plan in conformity with COSO framework and standards.

In addition to Dietsmann, engagement with other Oil & Gas and Frontier markets operations with Es-Ko (Acquisition DD in Switzerland, Internal Control and Fraud risk assessment). Leading as well some financial performance and compliance/fraud investigation due diligences in West Africa for Local government on state owned companies (Telecom).

Checkpoint Systems Inc. – Retail security - Public, NYSE:CKP

New-Jersey, Minnesota, Porto Rico

US\$700M Revenue / 4,000 employees / 32 countries – Retail security

- Deployment of 2005 audit strategy on Revenue and Inventory.
- Team manager on the integrated audit (Audit Strategy definition, Coordination, budget and communication to CFO)

In addition to Checkpoint Systems, I lead teams on audit and Due Diligence engagements for technology related clients as GEMALTO (carve-out from Schlumberger and IPO of AXALTO), DELL (SEC investigation) and Sony

JRC CORPORATE CONSULTING FZ LLC

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Computer Entertainment (playstation and Addons – Treatment of Year-end discounts and inventory management specifics).

Disneyland Resort Paris – Resort and hotel - Public, EDL.FP France

US\$1B Revenue / 13,000 employees / Bank Debt: US\$2 Billion

- In Charge of Sarbanes Oxley 404 Audit Review,
- Reporting and statutory audit under US GAAP (20-F filing) and French GAAP,
- Debt restructuring due diligences (2004: Euro Disney deal to restructure \$2.95 billion of debt, staving off bankruptcy)

In addition to Disney, engagement with other resort and hotel industry clients as Starwood (Le Meridien), Fairmont Resorts (acquisition due diligence and IFRS transition) as well as Rossignol ski (Salt Lake City – USA, Reporting and restructuring Due diligence).

EDUCATION and QUALIFICATIONS

UAE AAA	Associate Member of the UAE's Accountants and Auditors Association	#2871
CIMA	Chartered Institute of Management Accounting Awarded Strategic Case Study Prize as Fourth position in the World.	CIMA ID 1-264K42G
2014 / 216	INSEAD (Alumni NAA UAE / Monaco) General Management Certificate Executive Program (Transition to General Management / Advance International Corporate Finance / Negotiation)	Fontainebleau, France
Fall 2001	University of Victoria Semester of MBA & BA Class. Major in Corporate Strategy and International Finance.	British Columbia, Canada
1998-2002	NEOMA - Rouen Graduate School of Management, Graduate Degree, Major in International Finance and Management.	Rouen, France

Languages and IT:

French, English:	Fluent.
IT	Advance level on Microsoft Office suite: Provided MS training to corporate teams on MS Excel (advanced excel formulas, Tables, Pivot Tables, reporting and databases) Development of client requirements for ERP deployment project – Project sponsor to IT, clients and project team. PwC MyClient SuperUser Network, MS Office XP (Macro VisualBasic). Assistance to ERP Deployment projects (HFM, SAP) Leverage of Accounting software for Financial reporting: Certified Business Partner with Xero, Quickbooks
Financial Modeling	Successfully completed Udemy training «Introduction to Financial Modeling » from Peter Lynch, Asimplemodel.com

Non-Executive Director – SIMSTREAM France and Dubai, UAE (IT and Cyber security services). UAE, France
Non-executive member of the Board of Directors covering the Financial and governance matters.
Sitting on Monthly Board meeting and Quarterly Shareholders assembly.
French Business Council Dubai and Northern Emirates.
Family rooted in South of France : Minervois area and French Riviera
1998-2000 **SCANDIMANIA**, 1000 km Raid through Finland (TRANSLAPONIE 99 & 2000).
April. - Sept. 99 **PARTNEY INT'L Ltd.** 6 months intership in Hong-Kong, China and Taiwan for manufacturing industry.