

**Alain AGUETTAZ**



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## **Chief Financial Officer - General Management**

Development Strategy - Acquisitions & LBO  
Restructuring, Carve-out & Turnaround situations  
International culture – Expatriation in the United States

### **CARREER HISTORY**

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**July 2012**

**SOLON FINANCES**

**Interim Management, Restructuring, Operational consulting**

*Owner*

**AMIS (SIFCOR Group) – 12 months**

Montluçon / Paris

**Automotive sub-contractor – 70 M€ revenue - 700 people**

**CFO**

- Restructuring & « Chapter 11 » procedure
  - ✓ Net debt renegotiation - 45M€...
  - ✓ In charge of communication with Finance Ministry (CIRI) and Administrator
- Transformation and implementation of action plans to restore profitability
  - ✓ Manufacturing costs & margins overhaul
  - ✓ Negotiation with customers (manufacturers & sub-contractors) of selling prices and disengagement in case of disagreement on new selling prices.
  - ✓ Reliability of monthly reporting (work in process, accruals, cut-off...)
- Elaboration of a Business Plan to backup the protocols to be signed with customers and banks.
  - ✓ Contribution to the elaboration and signature of protocols.

**ALPA Group – 6 months**

Chambéry

**Bio-analytical Services Laboratories - 45 M€ revenue - 350 people**

**Chief Financial Officer**

- Management of a « Chapter 11 » procedure (Net debt renegotiation - 25M€...)
- In charge of disposal plan of the company:
  - ✓ Dataroom implementation
  - ✓ Due diligences with potential buyers
  - ✓ Relationship with Commercial Court and Administrators
  - ✓ Contribution to the Sales & Purchase Agreement (Asset Deal)
  - ✓ Liquidation of the remaining legal structures

**TII - NICOLAS INDUSTRIE – 9 months**

Auxerre

**Special vehicles manufacturer – 150 M€ revenue- 800 people**

**Chief Financial Officer**

- Definition of a Strategy in relationship with the Group.
- Elaboration of a Business Plan (product range definition, positioning market/price, costs & lead times reduction...).

- Negotiation & signature of a 40M€ contract in the armaments sector (financial conditions, WC financing, purchases phasing...).
- Restructuring of Finance department, including Controlling, IT, Legal, Sales Administration and Human Resources (reporting reliability, cash forecast, implementation of a factoring contract...).
- In a “Restructuring” environment, implementation of procedures and indicators to identify low margin offers, anticipate deviations in work in process (meetings with Engineering and Production departments, contracts amendments...).
- Creation of a Controlling department to measure profit on completion and termination losses.

**MORET INDUSTRIES – 20 months**

Saint-Quentin

**Industrial pumps manufacturer, Engineering & Process – 350 M€ revenue - 2000 employees  
Group CFO**

- Debt negotiations following a covenant breach (Financing 100M€, “mandat ad’hoc” procedure, bank pool made of ten banks (intensive care)).
- Disposal of the Industrial Pumps division – historical activity of the Group – (Revenue: 150 M€, 1000 employees). Negotiation with buyer, SPA finalization with lawyers, transaction follow up (Asset & Liability Guarantee, Bank guarantee, Price Adjustment, TSA...).
- Restructuring of Financial department (implementation of SAP-BPC, optimization of bank guarantee lines, improvement of reporting reliability, Cash Forecast...).
- Company acquisition program in Germany and France (negotiations, Business Plan, SPA...).

**SOLVAY – Business Unit BENVIC – 10 months**

Dijon

**PVC compounds manufacturer – 150 M€ revenue -400 employees  
Group CFO**

- Context: Acquisition by OPENGATE investment fund of a SOLVAY business unit.
- Carve-out management.
- “Financing setup” (Factoring) in order to be operational at transaction date.
- Set-up of Finance team in France, Spain and Italy in order to make the BU independent (centralized department in Solvay environment).
- IT Carve-out – customization of SAP to meet with the requirements of an independent company (vs a strongly centralized environment within SOLVAY).
- Implementation of a financial reporting for OPENGATE (cash forecast, Net debt...)
- Coaching of the Management Team, mostly related to best practices in a small/medium size company vs centralized large international Groups.

**Operational Consulting**

- Debt restructuring for an industrial company including rescheduling and access to “medium term loans” guaranteed by BPI France.
- Implementation of cash forecasts, relationship with banks and credit insurers.
- Sell-side advisor in M&A process (Business plan, Info memorandum...).

Sept. 2007  
Apr. 2012

**RBDH Group**

Jassans-Riottier

**Industrial Engineering & Machining – 120 M€ revenue - 600 employees  
Chief Financial Officer**

- Strategic planning for the Group.
- Management of the group’s disposal processes (Business plan, Vendor due diligences, Management presentation...).
- Management of a “Chapter 11” procedure and Net Equity restructuring (16 M€ capital increase, debt negotiation).
- Restructuring of Finance department, including Controlling, IT, Legal and Human Resources.
- Implementation of a cash pooling (negotiation of credit lines and bank guarantees).

Mar. 2004  
Jul. 2007

**INTERIM MANAGEMENT:**

**PHOTOWATT – 5 months** Bourgoin – Jallieu  
**Photovoltaic panels Manufacturing – 130 M€ revenue - 700 employees**

**General Secretary**

- Net Equity restructuring and negotiation with new investors.
- Restructuring of Finance department (IFRS standards reporting, Controlling, SOX standards procedures in relationship with Canadian Group...).
- Negotiation and securization of long term raw material procurement contracts.

**SETFORGE – 5 months** Saint Etienne  
**Industrial forging – 130 M€ - 700 people**

**General Manager Finance**

- Elaboration of a Business Plan in a Restructuring process.
- Net Equity Financing (financial & industrial partnership search).

**BOSTIK TRL (Total group) – 12 months** Privas  
**Hot melt Adhesives & Resins – 40 M€ - 200 people**

**General Manager Finance**

- Definition of Strategic & Marketing orientations.
- Administrative & Financial departments restructuring.
- Management of cross-functions projects (supply chain, industrial controlling).

**FRUEHAUF (Caravelle Group) – 8 months** Auxerre  
**Trailer Manufacturer – 100 M€– 400 people**

**Chief Financial Officer**

- In a recovery process, organizational audit and “reengineering”.
- Financing optimization, cash forecast.
- Supervision of Human resources, IT & Legal departments.

May 1998  
Dec. 2003

**LEJABY (Warnaco Group)** Lyon  
**Textile Industry - 100 M€ - 1200 people**

**Chief Financial Officer – Director of Operations & Strategic Projects**

- Cash forecast and implementation of a European “cash pooling”.
- Fiscal optimization of European structure (transfer prices with affiliates).
- Implementation of Information Systems.
- Acquisition of a company in the lingerie industry.
- Elaboration of a Business Plan in a MBO process (communication with investment funds, financing...).
- Implementation of a “Supply Chain” function within a cost reduction program (annual savings 3M€).
- Elaboration and execution of a social plan to maintain competitiveness (delocalization rate went from 40% to 65%).

Jan. 1997  
Apr. 1998

**MESSER GRIESHEIM (Hoechst Group)** Paris  
**Industrial Gases - 60 M€ - 230 people**

**Chief Financial Officer**

- Implementation of SAP R3 (FI/CO) in connection with the Group.
- Creation of a Controlling structure and implementation of reporting tools to measure CAPEX profitability (annual budget 7 M€).

<b>May 1995</b> <b>Dec. 1996</b>	<b>MOREL</b> (Siemens Group) <b>Communication networks - 30 M€ - 140 people</b> <b>Chief Financial Officer</b> <ul style="list-style-type: none"> <li>• Dealing with a rescue plan relative to a bankruptcy situation (relationship with the administrator, negotiation with the banks of the LBO financing, downsizing plan, takeover bid file...).</li> </ul>	Chartres
<b>Mar. 1993</b> <b>Apr. 1995</b>	<b>CLESTRA HAUSERMAN Inc.</b> (Strafor Facom Group) <b>Movable partitions – 30 M€ - 160 people</b> <b>Chief Financial Officer</b> <ul style="list-style-type: none"> <li>• Setting up of a marketing policy based on standard costs in order to improve market positions.</li> <li>• In charge of relationships with external organizations (banks, audit, insurance companies, lawyers, tax advisers...).</li> <li>• In charge of representing French shareholders in the States.</li> </ul>	Cleveland, Oh. (USA)
<b>Sept. 1988</b> <b>Feb. 1993</b>	<b>GERLAND ELASTOMERES</b> (Gerland Group) <b>Extrusion for Industrial Products – 150 M€ - 900 people</b> <b>Financial Controller</b> <ul style="list-style-type: none"> <li>• In an external growth environment, implementation of Information Systems.</li> <li>• Participation in acquisitions and disposals processes. Acquisition of a German company.</li> </ul>	Lyon
<b>Sept. 1984</b> <b>Aug. 1988</b>	<b>PRICE WATERHOUSE</b> <b>Audit</b> <ul style="list-style-type: none"> <li>• Participation in evaluation of disposals / acquisitions.</li> <li>• Specialized in computerized audit techniques (Installation reviews...).</li> </ul>	Lyon

## EDUCATION

1983	E.S.L.S.C.A Paris - Finance & Administration University Major in Financial Management – Controlling US Equivalent: BS Finance and Masters Degree
1983	Chartered Accountant Diploma

## LANGUAGES

English	fluent – 2 years in the USA (Cleveland, Ohio)
German	professional practice

## OTHER

French Military Service: Lieutenant  
Leisure interests, hobbies: skiing, tennis, golf