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Senior Advisor & Executive Manager Private Equity Funds – Industrial companies

Summary

Unique value-added combination of **private equity** and **industrial experience** (strategy, operation, management, business development).

Specialized in strong business **Performance Improvement** and **Value Creation** for underperforming industries (including restructuring and turnaround situations).

Investment Director and **Advisor** with 11+ years successful experience in **Venture Capital** and **Private Equity** including network development, deal flow generation, market research, due diligence process, deal structuring, investment contract negotiation, operational management in portfolio companies, and exit strategies.

Chairman, Board member and **Board advisor** in various companies since 1995.

Executive (CEO, COO, CTO) with 13+ years of proven international experience in high tech product development, manufacturing, marketing, sales, organization and business development. Multiple successful industrial turn around achievements.

Managed staff up to 600 pers., full GM and P&L responsibilities up to 100 M\$.
24+ years in microelectronics microsystems and sensors, 8+ years in material science.

M.Sc. (EPFZ) and Ph.D. in Physics, post-grad education in management (INSEAD, STANFORD).

Skills

- 11+ years in PRIVATE EQUITY dealing with start-up and distressed companies (Investment Director, Chairman, Board member, Fund & Board advisor)
- 13+ years in restructuring INDUSTRIAL and HIGH TECH companies (CTO, COO, CEO)
- 24+ years overall INTERNATIONAL BUSINESS experience in industrial and technology sector
- New product development, product launch and high volume manufacturing track record
- Proven ability to take disruptive technologies from concept to product launch.
- International business deployment and multicultural operations (EU, USA, Asia)
- Strategy definition and implementation, competitive product positioning
- Numerous M&A transactions, complex legal and financial deal structuring
- Extensive communication and negotiation skills.
- Unique and proven problem-solving capabilities.

Professional Experience

alx-management (Sarl)

Mai 2005 - present

Founder & Managing Partner

Advisory and Management Services (www.alx-management.com)

Leverage on 24+ years of unique value-added combination of **senior management**, **private equity** and **industrial** experience in **turnaround** environment and in **technology** sector.

Broad spectrum of projects in:

- **GLOBAL COMPANY DUE DILIGENCE / DIAGNOSIS:** pre or post investment (acquisition) top level due diligence, business risk assessment. (Management, organization, product positioning, competitive analysis, financials, business development, manufacturing processes etc...)
- **BUSINESS PROBLEM SOLVING / TROUBLESHOOTING for INDUSTRIAL COMPANIES**
Special project management at CXO level (part time or full time):
 - in Small & Medium Enterprises (Industries) and/or in Start-up companies (High Tech)
 - in underperforming, stressed, distressed or turnaround situations
 - in complex, crisis or change environment
- **BOARD MEMBER - ADVISORY BOARD - INVESTMENT FUND ADVISOR:** deployment of general experience and expertise in both PRIVATE EQUITY (VC, distressed, buyouts) and INDUSTRIES (strategy & operations) for the benefits of Portfolio Companies and Investors.

Atila Venture Partners Ltd (Swiss Branch)

March 2001 – April 2005

Investment Director

International Venture Company investing in high tech companies (www.atilaventures.com)

- Active in the space of GPS, microelectronics, optoelectronics, telecom, datacom, supply chain management software, manufacturing flow optimization software.
- Network development, deal flow generation, research and due diligence process, deal structuring, investment contract negotiations, operations in portfolio companies, and exit strategies.
- Ad interim CEO/COO in portfolio companies.
- 300+ deals analyzed, 10 LOI, 5 investments closed (US, F, CH)
- 20 M€+ invested in 5 companies, chairman in 2 and board member in 3 of them.
- 50 M€+ of new funds successfully raised among other VCs to co-invest in portfolio companies, with one of the largest European investment round in 2005 (25M€).

www.beamexpress.com

- unique long wavelength VCSEL products (Vertical Cavity Surface Emitting Laser at 1310 and 1550 nm) for datacom and telecom applications (transceivers).
- US legal entity with operations in Switzerland (HQ and R&D), US (Engineering and Sales) and Asia (manufacturing).

www.nemerix.com

- world's lowest power GPS chipsets, with over 70% power savings (RF and baseband).
- Outstanding revenue growth from 0 to 10 M\$ in 1 year
- Swiss legal entity with operations in Switzerland (HQ and R&D), Asia (sales) and US (sales).

www.brightrivers.com

- simulation and optimization software using a unique genetic algorithm engine for improving manufacturing flow and processes. Strategic tool enabling cost and investment reduction, bottleneck suppression, optimized flow and planning.
- French legal entity with operations in France (R&D) and Switzerland (HQ)

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www.acteos.com

- supply chain management software for WMS (warehouse management system) and TMS (transport management system).
- French company with operations in France (HQ) Germany and Lebanon.

www.gespac.com

- microelectronics and embedded PC for transport and biomedical applications.
- French company with operations in Switzerland (HQ and R&D), France (manufacturing) and Morocco (manufacturing).

Comadur - Swatch Group (Neuchâtel)

Aug. 1998 – Feb. 2001

CEO

Comadur (600 pers.) is a high tech company belonging to Swatch Group, active in the field of high-precision high-volume micromechanical components for watches, computers, and automotive industries worldwide (www.swatchgroup.com - www.comadur.ch)

- Full P&L responsibility (60M\$), reporting both to VP of Technology and CEO of Swatch Group.
- Development of new markets and expansion of sales in Europe, Asia and USA, with a doubling of Asian sales within 1 year.
- Strong rationalization of operations and transition from a loss into a profitable business.
- Complete launch and implementation of new manufacturing site (10M\$ project), overachievement of target objectives (deadline, cost, productivity).

Sécheron (Geneva)

Jun. 1997 – Jul. 1998

COO - Managing director of the "Component" division

Sécheron (300 pers.) is a company developing manufacturing and selling electronic and electrotechnical devices in the railway business (www.secheron.com)

- Successful turn around and reorganization of all activities related to electrotechnical components (high voltage circuit breakers and contactors) and electronic devices (160 pers, 40M\$).
- Complete rebuild of the engineering team and launch of new product development programs.

TESA Brown & Sharpe SA (Lausanne)

Nov. 1991 – May 1997

CTO & COO - Director of Engineering and Manufacturing

The "Precision Measuring Instruments" division (900 pers.) of the Brown&Sharpe Group (USA) develops, manufactures and sells precision measuring instruments worldwide. Now belonging to Hexagon Group, Sweden (www.tesabs.ch)

- Full responsibility of 400 persons at international level (US, EU)
- Systematic redesign of strategic product lines achieving strong cost reduction (-40%)
- Complete reengineering of the innovation processes and acceleration of development projects (50% of 80M\$ sales with new products after 3 years).
- Development and implementation of new product strategies
- Significant productivity improvement (+20%) and strong cost reduction in manufacturing.
- M&A deal of competitor in France.

ASCOM microelectronics (Neuchâtel)

Sept. 1989 – Oct. 1991

Manager of the sensor group

Ascom microelectronics (120 pers.) was a subsidiary of the Swiss telecom group ASCOM, active in the development, manufacturing and selling of bipolar IC and silicon sensors.

(www.intersema.ch - www.analogmicro.de)

- Creation and development of a new department in the field of silicon micro-machined sensors (pressure, flow, accelerometers, magneto-transistors, integrated microphone), development and

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manufacturing of new microtechnical products and microsystems in the field of automation, automotive industry and biosensors.

- Successful set-up and implementation of industrial production line for microsensors.

IBM Almaden Research Center (San Jose, CA)
Feb. 1989

March 1988 –

Postdoctoral fellow (Material Science)

IBM Almaden Research Center (800 pers) is one of the 3 research centers for IBM worldwide (www.almaden.ibm.com)

- Postdoctoral fellow in the field of material science.
- 1988's top 20 most referenced article in physics.

Geneva University (Geneva)

March 1983 – Feb. 1988

Assistant (Ph.D. in Physics)

Geneva solid state department of Physics is known worldwide for its research and discoveries in new superconductive and magnetic materials.

- Thesis work and Ph.D. in research for new materials with new physical electromagnetic properties.
- Nobel Prize winner Alex Müller from IBM Rüschlikon as external expert for Ph.D. examination.

Education

- Product Development and Manufacturing Strategy (STANFORD) 1996
- Young Manager Program (INSEAD) 1992
- Ph.D. in Physics (Geneva University) 1987
- M.Sc. in Physics (EPF/ETH – Zürich) 1982

Languages

- **French** : mother language
- **English** : fluent (2 years in USA)
- **German** : good knowledge (5 years in Zürich)
- **Italian** : basic knowledge

Publications, Patents

- 31 papers published in international scientific publications or journals (material science and sensors)
- 8 international patents in high tech microsystems.

Grant, Prize, Honor

- **Grant** from the Swiss National Science Foundation for a one-year scholarship in US (1988-1989).
- **Laureate of the contest «Switzerland, innovation at the cross-road of technologies»** (1994) as a reward for an innovative project in laser interferometry.

Personal Data

- Swiss citizen, 55 years old, flexible in geographic location.