PIERRE PESNEL

Shareholder Representative · Energy Projects in Development · JV Governance

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Thirty years of international business, twenty in energy across 47 countries. I represent shareholders' interests on energy projects in development: joint venture governance, key decisions, new markets. Most recently, as project director of two 1 GW ScotWind projects, I was shareholder representative on the steering committee of a three-party joint venture with DEME Concessions and Aspiravi, through to consent applications and a restructuring of the joint venture. Before that: bid director in the French floating offshore wind auctions, with consortium agreements negotiated with TotalEnergies and Corio Generation; strategy and business development alongside the head of wind and solar at BKW, a Swiss utility; sales director and board member of a wind turbine manufacturer, more than EUR 300 m sold in four years.

EXPERIENCE

QiDO Energy Development Founding Partner | Bordeaux 2012 – present

Market-entry and business development practice. Embedded full time into developers, utilities, manufacturers and public institutions on long engagements, accountable for a mandate. Principal assignments:

Offshore Wind Project Director | Qair International / Thistle Wind Partners, Edinburgh 2022 – 2025

Two 1 GW ScotWind offshore wind farms, Ayre (floating) and Bowdun (fixed-bottom). EUR 6 bn estimated CAPEX, EUR 330 m development budget, inside a three-party joint venture with DEME Concessions and Aspiravi.

- **Reshaped the joint venture structure; shareholder representative on the steering committee**
- Directed the full development scope: consenting, survey and metocean campaigns, grid connection, procurement, contract management, budget control and risk
- Scaled the development team from 15 to 40 FTE
- All four consent applications submitted to the Scottish regulators
- A 40-person developer competing for GW-scale seabed against European utilities

Offshore Wind Bid Director | French floating offshore wind auctions AO5 and AO6, Port-la-Nouvelle 2022 – 2023

- Bid Director of the Qair-led AO6 consortium and Qair bid lead in the TotalEnergies-led AO5 consortium, with Corio Generation; negotiated the consortium agreement, joint bidding agreement and shareholders' agreement to final form across three parties
- Built the complete bid packages for 250 MW and 2 x 250 MW: preliminary design, business model, DEVEX, CAPEX, OPEX and bid price per kWh

Project Director, distributed generation | Masdar, direct contract, ten Caribbean island states 2018 – 2023

- Technical assistance to the UAE's state-backed clean energy champion: nine feasibility studies for hybrid PV, battery, diesel and desalination systems
- EPC and O&M tendering, bid evaluation and construction monitoring across the island portfolio

Strategy and Business Development, embedded | BKW AG, Bern and six European countries 2015 – 2020

Alongside the head of the wind and solar business unit of a Swiss utility, 200 FTE and 600 MW.

- **Spain market entry**: regulatory and commercial analysis, target screening, and M&A process through to negotiation
- O&M strategy across five countries on a 1,000 MW portfolio during an acquisition, in-house to fully outsourced
- Go-to-market for a group-owned SaaS venture across Spain, Germany and Switzerland

Senior Key Expert, public and multilateral programmes | European Union, GIZ, OCTA, EEP Africa 2012 – 2021

- **Market readiness assessed across 22 Overseas Countries and Territories and 19 Small Island Developing States** in the Pacific, Caribbean, Atlantic and Indian Ocean, covering institutional, regulatory, financing and international-support components
- National-scale energy storage assessment for the **Brazilian energy regulator** and public R&D agency; distribution-grid storage business case for 80 Indian utilities and 60,000 systems
- **PPA training designed and delivered to government delegations** from Algeria (ministry of energy, renewable energy agency, national utility), Vietnam, Thailand and Kenya
- Mini-grid structuring in Kenya and Tanzania under the national regulated tariff framework; renewable business model review for the French Ministry of Foreign Affairs

Business Strategy Consultant and interim VP Sales, USA | JST Transformers 2015 – 2016

- Worldwide repositioning across 54 countries for a manufacturer of 30 to 800 MVA power transformers, including nuclear applications
- US market entry: import and tender mapping, agent network, CRM, first sales; recruited the US sales director

Selected shorter assignments 2011 – 2022

- **TotalEnergies, Mauritius.** Lead negotiator on the PPA of an 18 MW wind IPP with the Central Electricity Board, through to signature.
- **Dominican Republic.** Secured a FASEP grant from the French government to fund the feasibility study of a 30 MW wind project coupled to a hydro dam.
- **GAUSS Energia, Mexico.** Bid evaluation and contract negotiation through to closing on a 10 MW / 5.5 MWh grid-connected battery; project finance model optimisation on 43 MW and 25 MW PV.
- **Finance in Motion.** Battery storage training for a EUR 2.6 bn impact investment fund. **Engie, through Roland Berger.** B2C energy market analysis across four East African countries.
- **Kenya.** Three greenfield wind and solar projects, 135 MW, from resource assessment to grid study and investment case.

Vergnet Wind turbine manufacturer and EPC contractor | Orleans and Boston 2006 – 2011

Managing Director, Vergnet Americas Inc. | Boston 2010 – 2011

Sole responsibility for the Americas for a French SME.

- **US Army, Fort Buchanan, Puerto Rico:** three turbines delivered through Johnson Controls under an ESCO performance contract, on an island grid
- **US Navy, AUTEC base, Bahamas:** one turbine, following technical due diligence by RS&H Florida engineering firm
- **New York State Thruway Authority:** five turbines
- EUR 4 m of sales in two years across private IPPs, public authorities and federal defence customers

Director of Sales and Business Development, board member | Orleans 2006 – 2010

- **More than EUR 300 m of sales over four years**; sales department built from 3 to 12 people
- Wind projects from 275 kW to 120 MW across thirteen countries, including **Ashegoda 120 MW (Ethiopia)** and Katsina 10 MW (Nigeria), won against global OEMs
- Negotiated turbine supply, EPC and O&M contracts; led a contract amendment worth 75% of total contract value on Ashegoda

EARLIER CAREER

- **Sodiaal, Export Director, Paris.** EUR 90 m milk derivatives export division of France's largest dairy cooperative; team of five; Latin America, Caribbean, Middle East and Africa; eight national markets opened.
- **Danone, Export Manager Central Africa, Douala.** Seven countries, team of eight.
- **Bank of Central African States, Economist, Yaounde.** Consumer price index after the CFA franc devaluation; liaison with the World Bank and the IMF.

EDUCATION AND CERTIFICATIONS

- **EDHEC Business School.** MSc International Finance and Master in Management. Erasmus, Universitat Autonoma de Barcelona.
- **Frankfurt School of Finance and Management.** Certified Expert in Climate and Renewable Energy Finance.
- **Executive programmes.** Power Project Finance masterclass, International Faculty of Finance, London. Public-Private Partnerships, World Bank. Infrastructure Finance and Investment, Bocconi. International Energy Policy and Economics, Sciences Po. Floating wind, DNV. Ocean engineering and marine renewable energy systems, WEAMEC.

MARKETS AND LANGUAGES

Regions. North America, Europe, Middle East, Asia-Pacific, Latin America and the Caribbean, Africa. 47 countries in energy, including 20+ island and isolated-grid systems.

Languages. French (native), English (C2), Spanish (C2), German (B1-B2), Italian (intermediate).

Focus. Shareholder representation and joint venture governance · Consortium, joint development and shareholders' agreements · Market entry and M&A · Bids and contracts: PPA, supply, EPC, O&M · Project development to FID · Investment cases and project finance · Offshore wind, low-carbon energy, infrastructure