

CHRISTINE DESHAYES

CFO



KEY SKILLS

Operational - SME/ETI (Net sales from €5MM to €300MM):

- P&L management
- Internal control (SOX) and process optimization
- Financing, cash flow and working capital management
- Successful ERP implementation (SAP, ORACLE & SAGE) as well as monitoring tools
- Accounting: French, US & IFRS GAAP's
- Revamping of purchasing and Sales Administration functions

Corporate and group, international structure (Net sales scope up to €1billion):

- Definition of strategic orientations
- Corporate and affiliates controlling (scope up to € 1billion-from 7 to 60 subsidiaries)
- M&A: business plans, valuation and integration of acquired companies (from €3MM to €560MM), buyout assistance (including LBO)
- Management of strategic projects: transfer prices, rationalization and optimization of support functions, implementation of shared services (internal and outsourced CSP's)

Shareholding structure:

- Group affiliates, Private equity, Investment funds (LBO)

Personal:

- Adaptability, listening skills, empathy and the ability to balance delegation with control
- Committed to growing my team through coaching and training

EXPERIENCE AND PROFESSIONAL BACKGROUND

REX SUBS EUROPE (SUBWAY)

2024 - CFO France, Belgium, Luxembourg, Czech Republic - Net sales €15MM

Background: Acquisition by an investment fund of Subway's franchises in Europe covering the territories of France, Belgium, the Netherlands and Czech Republic

- Creation of the finance function and constitution of a small team
- Active support for ambitious business development projects (franchise and owned)
- Strong focus on cash and collections

FINDUS SAS

2022 - Transition CFO - Net sales €300MM - Team: 14 people

- Following the unexpected departures of the current CFO and the financial controller, reorganization of the function in preparation for an outsourcing project
- Simplification and clarification of reporting that allowed the transmission of a transparent situation to the new CFO mandated by the group

BANDAI SAS

2018-2021 - CFO - Net sales: €50MM - team: 12 people

Scope: finance, information systems, quality and regulatory, sales administration and purchasing

- Implement full business control with a special focus on sales terms, margins, working capital, cash flow
- Leverage purchasing, logistics and sales administration functions
=> improve productivity and quality of service by 15%
- Digitalize accounting processes
- Serve as functional project leader for successful Oracle implementation (full scope of business)

ENTREPRENEURSHIP AND INTERIM MANAGEMENT - 2012-2017

2017 - UNITED BISCUITS - CFO - Net sales: €140MM - team: 11 people

=> successful carve out

2016 - REVLON COLOR COSMETICS - CFO - Net sales: €20MM

=> 30% decrease of gross receivables

2012 - 2013 - LA PÂTISSERIE DES RÊVES - DEPUTY COO - Net sales: €5.3MM - team: 45 people

Scope: finance, logistics, purchasing, HR and laboratory (pastry factory)

=> successful implementation of integrated systems within production and sales administration activities leading to better tracking, monitoring and productivity

CONTACT

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🌐 Christine Deshayes

EDUCATION

- 1989 - MBA FINANCE AND INTERNATIONAL BUSINESS - PACE UNIVERSITY (NEW YORK)
- 1997 - DESCF - INTEC (CNAM)
- BILINGUAL ENGLISH
- WORKING KNOWLEDGE OF GERMAN AND SPANISH

MISCELLANEOUS

- Salsa instructor as part of a team building initiative at Nestlé Waters (2001-2003), Certified salsa instructor since 2012
- Designed and delivered training programs in finance at Nestlé Waters and during my entrepreneurial experience
- Jogging, cardio, skiing)

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NESTLÉ GROUP – 1995-2011

NESTLÉ WATERS M.T. (worldwide Headquarters for the water business)

2006 – 2011: CFO Headquarter & Corporate Controller marketing and general expenses

CFO Nestlé Waters headquarter (Budget €110MM – team: 8 people)

- Drive SAP project and optimize processes => 30% reduction in costs and staff
- Implement management control and KPIs for strategic activities
- Design and set up a new and tax-proof mechanism for invoicing group services to the 60 affiliates
- Lead special projects to assist subsidiaries (organization, audit, processes)

Corporate Controller - group structural costs

Outsourcing, shared services and "Nestlé in the Market" initiatives in Europe (20 affiliates)

- Lead internal and external shared services projects and successfully facilitate implementation of finance activities
- Define governance principles resulting from the new mapping of activities

Tracking of structural costs for Nestlé Waters group (worldwide scope: 60 subsidiaries Budget: €800MM)

- Streamline reporting and implementation of KPIs => identification of cost-saving opportunities and monitoring of structural cost reduction projects (recurring annual savings of 3%)

2003 – 2006: CFO & IT Director, Nestlé Waters Direct France (water delivery activity – Net sales: €30MM – Workforce: 330, team: 22 people)

- Define the development and integration strategy within the NW Group
- Drive legal, IT and accounting merger of the 14 operational entities and rationalization of the (4) finance teams (from 30 to 22 people)
- Create internal control, implement financial analysis, budget process, rolling forecasting, reporting and monitoring of key performance indicators
- Set up standardized operational procedures (purchasing, customer service, sales administration and finance) allowing rationalization of purchases, improvement of DSO (from 120 days to 40 days) and the reduction of unpaid invoices (by 50%)
=> Turnaround of business in 2 years

2000 – 2002: Financial Analyst – Mergers and Acquisitions – worldwide scope

- Perform valuation of target companies, deploy due diligence (most significant acquisition completed: €560MM) and do post-acquisition studies of acquired companies
- Optimize the financial and tax structure of group's affiliates
- Lead special projects: organizational studies (merger of subsidiaries carried out)
- Assess the transfer pricing system, elaborate and implement a new tax-proof alternate solution

1997 – 1999: European zone controller (7 subsidiaries & 22 factories – net sales up to €1 billion)

- Control all financial and strategic issues related to zone affiliates (long-term plans, operating budgets, quarterly forecasts, closing, financing needs...) in coordination with country's CEO and CFO
- Provide technical assistance to affiliates (reporting and forecasting, books' closing, business development projects, training, compliance with Group procedures, financing needs...) and perform internal audit.
- Support decision making (affiliates and Group management) and help define strategy
- Coordinate the integration of newly acquired companies (including Pellegrino) into group reporting framework

NESTLÉ CLINICAL NUTRITION FRANCE (N.C.N)

1995 – 1997: Director of Business Control (net sales: €100MM, team: 8 people)

- Harmonize controllers' working methods, automate reporting and implement KPI's
- Coordinate budgets and forecasts - spotting areas of risk and opportunities
- Validate and audit the performance of 2 factories
- Lead the spin-off operations during the dissolution of the JV (between Nestlé and Baxter) - Integrate into Nestlé reporting processes

GENERAL ELECTRIC GROUP- 1989-1994

GE CAPITAL

1994: Manager Portfolio Operations – Europe

- Create a centralized European back office for GE Medical Systems' leasing portfolio

GE MEDICAL SYSTEMS EUROPE

1991 – 1993: Financial Analyst central after sales Service - (net Sales: €270MM)

1989 – 1990: Financial Analyst local (affiliates) after sales service in France and USA