

MATERIALIZING LEADERSHIP: FROM OIL AND GAS TO RENEWABLE ENERGIES

Arnaud REAL DEL SARTE, Chief Financial Officer – CVE
Marseille, FRANCE

“Bringing collaborators from oil industry could contribute to the renewables”



(Translated from French)

Arnaud Réal del Sarte, who went through the oil-related world and is now a partner of a renewable energy company, answers Décideurs' questions about the similarities and bridges between these two industries.

DÉCIDEURS. CAN YOU INTRODUCE US CVE?

Arnaud Réal del Sarte. CVE's history is relatively recent, starting in 2009. CVE is an independent multi-energy, multi-country producer aiming at a decentralized production of renewable energies marketed in short circuit to companies and local authorities. We are active in the solar markets, which account for more than 90% of our business, biogas, and hydroelectricity. We are developing an innovation activity that will allow us to build new energy models using new technologies, such as floating solar. Beyond France, we are also present in the United States, Chile, and Africa. With a turnover of €33 million last year, we are a relatively small company but with strong growth ambitions for the future.

WHAT ARE THE SIMILARITIES BETWEEN OIL&GAS AND RENEWABLE ENERGIES?

Although very different, these two industries have in common that they are structured around the project: all internal processes are structured around this basic brick and are then

structured around the five phases of the production cycle: development, financing, construction, operation and sale of energy. The development phase is certainly less technical in the world of renewable energy, it is above all a know-how, whereas the oil industry requires extremely specialized skills. Nevertheless, we use the skills of a Geographic Information System (GIS) to identify the positioning of our future centrals. In addition, we have recently acquired the skills of a data analyst in order to capitalise on the huge amounts of data available to us, for example to be able to perform predictive maintenance. Project funding, on the other hand, is very similar, as **both industries are capital intensive**. Finally, the nerve of the war and the barriers to entry are substantially the same: the acquisition of land or oil and gas field and financing.

WILL THE CURRENT CRISIS AFFECTING THE WORLD OF OIL PUSH SKILLS TOWARDS YOUR INDUSTRY?

We usually prefer to recruit employees directly from the EnR world because they are more *plug&play*. There is an inevitable movement that will bring candidates from oil&gas towards renewable energies: I myself am a former Technip! We are a recent industry, and companies in the sector are recruiting massively and are having difficulty finding certain profiles. Bringing in people from the oil industry who have experienced very standardized and highly professional environments could bring us something beyond the fundamental element of project knowledge. But we must keep in mind that our employees do not join CVE by chance, they have a very strong prism towards the environment and often seek to give meaning to their professional career by integrating a company with strong social and environmental commitments. We are asking ourselves the question of becoming a mission company, our strategy being based on the human project.

HOW HAS THE COVID CRISIS AFFECTED YOU?

EnR is a resilient sector that has been less impacted by the Covid-19 pandemic than other industries. The impact on our 2020 results will not be significant. Our development projects, on the other hand, are experiencing delays of two to six months, due in particular to slow procedures with local authorities. Our fields in France were also stopped, while those located abroad were able to continue.