

# Konstantin Arshakuni

**BORN:** 07 February 1979, Moscow, Russia  
**NATIONALITY:** Russian  
**MARITAL STATUS:** Married, 3 kids  
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## PROFESSIONAL EXPERIENCE:

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*January 2019  
Present*

**NLMK GROUP, MOSCOW**  
**VICE-PRESIDENT OF STRATEGY AND BUSINESS DEVELOPMENT**

*PRINCIPLE JOB RESPONSIBILITIES:*

Corporate strategy development, strategic planning cycle implementation, investment projects valuation, Strategic marketing and M&A activities, responsible for the valuation of investment projects of the Group, materials preparation for the BoD (Strategy committee secretary)

*January 2013  
December 2018*

**NLMK GROUP, MOSCOW**  
**DIRECTOR OF STRATEGY AND BUSINESS DEVELOPMENT**

*PRINCIPLE JOB RESPONSIBILITIES:*

Corporate strategy development, strategic planning cycle implementation, investment projects valuation, markets analysis and development directions formulation for key assets/products, M&A projects due diligence and valuation, assets restructuring/turnaround (assets portfolio strategy), materials preparation for the BOD (Strategic Planning Committee), materials preparation for Capital Market Day/NDR, miscellaneous projects realization (ordered by CEO/CFO)

*MAIN PROJECTS:*

- Development, approval and communication of 5-year Company Strategy
- Implementation of Strategic planning cycle
- Enhancement of Company's valuation methodology and principles (investment projects valuation)
- Restructuring of inefficient assets/production chains (USA, Europe, Russia)
- Non-core assets optimization (sale, functions outsourcing)
- Assessment of development/reconfiguration options of Company's downstream operations
- Optimization of Company's iron ore segment development projects
- Niche steel products (Q/T plate, Grain Oriented Electrical Steel) strategy development
- Due-diligence valuation of large M&A projects – coking coal, steel-making, re-rolling (Europe, Russia)

*April 2012-  
December 2012*

**ROSNEFT, MOSCOW**  
**DEPUTY DIRECTOR, STRATEGIC DEVELOPMENT**

*PRINCIPLE JOB RESPONSIBILITIES:*

Corporate strategy development (upstream, downstream), investment projects strategic assessment, strategic project materials preparation for top management, miscellaneous projects realization

*MAIN PROJECTS:*

- Strategic planning process initiation
- Oilfield service/non-core companies' strategy development

*October 2009-  
April 2012*

**EVRAZ GROUP, MOSCOW**  
**HEAD OF STRATEGIC PROJECTS DEPARTMENT, CORPORATE STRATEGY**

*PRINCIPLE JOB RESPONSIBILITIES:*

Corporate strategy development (steel, iron ore, coal); separate assets/production chains valuations and strategy development; assets divestitures analysis, operational improvement programs implementation (mining, steel), M&A due diligence and valuation (steel products distribution, coal, iron ore, steel: Russia/CIS, Africa, Brazil, Australia); materials preparation and communication with government authorities, negotiation preparations on key matters (raw materials purchases); investment projects assessment (in the overall group context), projects/strategy materials preparation for the BOD, miscellaneous projects realization (ordered by CEO)

*MAIN PROJECTS:*

- Large iron ore asset turnaround perspectives valuation (Russia)
- Tubular assets strategy development (North America)
- Wheel producer valuation and due diligence (Europe)
- Large iron ore asset due-diligence and valuation (Russia)
- M&A targets due diligence and valuation – iron ore, coking coal, steel products

- Strategic planning – Strategies Development: market strategies/product groups strategies, assets strategies: coking coal, iron ore, steel-making
- M&A - large steel company – due-diligence and valuation (CIS)
- Evraz steam coal assets strategy development (Russia)

*August 2008-  
September 2009*

**EVRAZ GROUP, MOSCOW  
SENIOR MANAGER, CORPORATE STRATEGY**

MAIN PROJECTS:

- A steel plant due diligence and valuation (Russia)
- Assets restructuring and development (Russian steel plants)
- Steel products distributors network due diligence and valuation (Russia)
- An exploration company due diligence, valuation and strategy development (Brazil)
- Cost – cutting project at Evraz steel plants

*May 2006-  
July 2008*

**EVRAZ GROUP, MOSCOW  
LEADING MANAGER, CORPORATE STRATEGY**

MAIN PROJECTS:

- M&A projects due-diligence and valuation: mining, steel (~30 projects worldwide), including
  - Large iron ore assets DD and valuation (Brazil, Australia)
  - Large coking coal asset DD and valuation (Africa)
- Evraz iron ore assets strategy development
- Vanadium strategy development
- Russian steel assets strategic investment plan development
- Principle products strategy development

*March 2003 –  
December 2005*

**THE NATIONAL INSTITUTE FOR STATISTICS AND ECONOMIC STUDIES, PARIS, FRANCE  
THE MARKET AND THE ENTERPRISES’ STRATEGIES DEPARTMENT  
RESEARCH FELLOW**

- Empirical analysis of French enterprises
- Econometric models development and estimation:
  - ⇒ financial structure, investment decisions and firm’s performance;
  - ⇒ start-ups dynamics with endogenous initial financial structure;
  - ⇒ public assistance programs assessment

*October 2003 –  
March 2005*

**UNIVERSITY PARIS-I PANTHEON-SORBONNE, PARIS, FRANCE  
TEACHING FELLOW IN APPLIED ECONOMETRICS**

- Teaching “Advanced Econometrics” for MA students (in French)

*May 2002 –  
April 2003*

**THE SIBERIAN TIMBER COMPANY (LLDK-1), MOSCOW  
CHIEF ECONOMIST**

- Optimization and strategic development of LLDK-1:
  - ⇒ Operational improvements implementation at LLDK-1 (debottlenecking, production optimization)
  - ⇒ Vertical integration enhancement – acquisition of additional timber cutter subsidiaries
  - ⇒ Development projects valuation - MDF (medium density fiberboard) plant construction
- Internal control procedures elaboration and implementation at the timber cutter subsidiaries

*FEBRUARY 1999 –  
JULY 2001*

**CONSULTING CENTER UNICOM (HSE)  
ANALYST, ANALYSIS OF RUSSIAN INDUSTRIES.**

MAIN PROJECTS:

- Performance of Russian enterprises: comparative analysis
- Returns differences across Russian industries: key value-drivers

## **EDUCATIONAL QUALIFICATIONS:**

*2003 - 2006*

**UNIVERSITY PARIS-I PANTHEON-SORBONNE, TEAM (Théorie Et Applications en Microéconomie et Macroéconomie), PhD in economics with honours, (PhD Thesis: “The new enterprises’ genesis and dynamics”)**

*2001 - 2002*

**UNIVERSITY PARIS-I PANTHEON-SORBONNE, MA in Economics, program “Econometrics and Applied Microeconomics,” Diploma with honours (the best result on MA program)**

*2000 - 2002*

**HIGHER SCHOOL OF ECONOMICS (HSE), Moscow, Russia, MA in Economics, GPA 5.0 (out of 5.0), Diploma with honours, top 5% of class, Dean's List**

*1996 - 2000*

**HIGHER SCHOOL OF ECONOMICS (HSE), Moscow, Russia, Faculty “Economics,” Bachelor Degree in Economics, GPA 4.94 (out of 5.0), Diploma with honours, top 5% of class, Dean's List**

## OTHER RELEVANT ACHIEVEMENTS/EXPERIENCE:

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- 2019**           ▪ Advanced Management Program, INSEAD.
- 2015-2016**   ▪ Leadership Program, INSEAD, France (Executive education), successfully completed
- 2014**           ▪ Project Management program, Project Management Institute (PMI), successfully completed
- 2009**           ▪ Passed CFA level 1
- 2008**           ▪ “*Advance valuation*” program of Amsterdam Institute of Finance (successfully completed)
- 2006**           ▪ PhD in economics (“*Kandidat Nauk*”) defended at Higher School of Economics, Moscow
- 2005-2006**   ▪ Contract and independent consulting practice (“BDO Unicon”, “Stankoimport”): prefeasibility study, projects valuation; main projects:
  - ⇒ Polysilicon production (Brownfield expansion)
  - ⇒ Computerized numerical control (CNC) machines production and distribution
  - ⇒ Tools coating units distribution
- 2002**           ▪ Awarded a research grant by Paris-1 Sorbonne University
- 2002**           ▪ The nominee of the university prize of the Higher School of Economics (Moscow) “The golden Vishka” (“*Zolotaya Vishka*”) for the academic achievements
- 2002**           ▪ MA in Economics of Erasmus University, Rotterdam, Netherlands: the joint diploma of the Erasmus University (Netherlands) and the Higher School of Economics
- 2000-2001**   ▪ New Economic School (Moscow, Russia), MA in Economics, one year study

## LANGUAGE SKILLS:

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- **ENGLISH** – fluent oral and written (Business English Certificate of Cambridge)
- **FRENCH** – fluent oral and written (Certificat pratique de français commercial et économique)
- **RUSSIAN** – native
- **ITALIAN** – basic knowledge

## COMPUTER SKILLS:

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MS Word, MS Excel, MS Power Point, MS Outlook, MS Access, MS Visio, SAP, Scientific WorkPlace, STATA, SAS, SPSS, GAUSS, EViews, MathCard, Matlab, Mathematica

## MISCELLANEOUS:

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- Professional interests:** Business valuation, strategy development, value creation in mining industry, financial analysis, negotiation techniques, statistical and econometric modeling, quantitative techniques
- Qualities:** Strong analytical skills, open-minded, responsible, communicative, energetic
- Interests:** Sports: volleyball (champion of Paris region with Paris-1 team, 2004), ping-pong (champion of Paris Cité Universitaire, 2004), power lifting (champion of HSE, 2001-2002), basketball; fishing.