

# HARRY G. BROADMAN

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## MULTINATIONAL FINANCE, GROWTH RESTRUCTURING AND SUSTAINABILITY OPERATIONAL EXECUTIVE AND INDEPENDENT CORPORATE BOARD DIRECTOR

### Overview

- Operational corporate executive, non-executive board director, business strategist and authority on decision-making to drive integration of global business operations to capitalize on new market opportunities while mitigating risks to attain competitive advantage, enterprise agility, high rates of growth, sustainability, innovation and sound governance
- Deep, integrated sectoral expertise across corporate finance, private equity, and investment banking; emerging and advanced technologies; energy, renewables, minerals and natural resources; and global logistics, supply chain management and infrastructure services
- Geographically expansive experience in all advanced countries and in 85+ emerging markets across five continents, including China and most other East Asian states; Russia and the rest of the CIS; Turkey and The Balkans; Eastern and Central Europe; India and South Asia; LATAM; the Middle East, and Africa

### Current Experience

#### **Partner and Chair of Emerging Markets Practice and CFIUS Practice, BRG LLC (Berkeley Research Group LLC)**

- Global transaction-based operational counsel for U.S./non-U.S. firms, private equity funds, banks, institutional investors, and sovereign wealth funds: negotiating cross-border investments; structuring risk-mitigation operations; managing R&D investment; reforming corporate governance/compliance practices; instituting company-wide sustainability/ESG strategies
- Current clients include the Chairman and C-suite of one of top-5 global logistics and shipping firms in the world, which has generated professional fees exceeding US\$1 million annually
- Expert witness in complex international arbitration and litigation cases involving cross-border disputes on investment, trade, antitrust, intellectual property rights, and corporate governance matters. Recently testified in a successful international arbitration case over damages stemming from IP infringement between two iconic Chinese and European ICT firms valued at more than US\$800 million
- Historical list of selected firms advised can be seen [here](#)

#### **Commissioned Corporate Board Advisory Services Faculty Member, National Association of Corporate Directors (NACD)**

#### **Faculty Member, Johns Hopkins University Graduate School of Advanced International Studies (SAIS)**

#### **Regular Business Columnist, *Forbes*, *Newsweek-International*, *International Financial Law Review*, *Gulf News***

### Past Experience and Accomplishments

#### **Senior Managing Director, PricewaterhouseCoopers (PwC)**

2011-2015

- Founded and led PwC's Global Business Growth Strategy Management Consulting Practice, growing into 20+ emerging markets and generating professional fees from transactions exceeding US\$9 million annually
- Led operational transactions for, among others, (i) European Fortune 50 firm's first greenfield industrial investment (US\$2 billion) in Indonesia; (ii) Fortune 100 firm's first manufacturing acquisition (US\$200 million) in Myanmar only several months after the U.S. opened the country to American firms; (iii) U.S. Fortune 50 firm's first public-private-partnership in Africa for a greenfield freight railway (US\$500 million)

#### **Chief Economist, Albright Capital Management (private equity); Managing Director, The Albright Group (advisory)**

2008-2011

- Served on ACM's Investment Committee—the international private equity firm (GP) chaired by Madeleine Albright. Led ACM's proprietary deal flow generation process; drove ACM's first greenfield investment in Africa—in the energy sector (~US\$700 million); engaged in capital-raising in Asia, Australia and Europe for the GP
- Operational design of Fortune 5 company's simultaneous acquisition of set of retail supermarket firms across 14 African countries (US\$2-plus billion); operational strategy for compliance with China's antitrust law of Fortune 100's attempt to acquire a large regional firm in consumer food and beverage sector

#### **Lead Business Restructuring/Sovereign Finance Operations Official: China, Russia/CIS, Balkans, Africa, World Bank**

1993-2008

- Bank's senior operational executive in charge of WB's then-largest business restructuring and sovereign loans: US\$5bn
- Led structuring, negotiation and oversight of loan operations for:
  - Financing China's program for "corporatizing" and restructuring the country's governance and property rights systems of all its state-owned enterprises; bankruptcy and workouts of insolvent business; and workforce re-training
  - Financing re-location of key Chinese steel plant; financing restructuring of China's lead regional machine tool foundry
  - Systemic restructuring of, and financing for, Russia's new privatization program after 1998 economic crisis
  - Launching the Balkans' reform program to re-build and re-integrate the region's war-torn economies
  - Enabling African firms to extract higher value-added on the continent of domestic natural resources, energy, and mineral products prior to their exportation overseas

## U.S. Public Service

### **United States Assistant Trade Representative, Executive Office of the President** 1991-1993

- Led U.S. negotiations for the establishment of the WTO and NAFTA; led negotiations of all U.S. Bilateral Investment Treaties; and led negotiations of all U.S. International Science and Technology Agreements
- Member, Committee on Foreign Investment in the U.S. (CFIUS)
- Board Member, Overseas Private Investment Corporation (OPIC)

### **Chief of Staff, President's Council of Economic Advisers (CEA)** 1990-1991

- Served during the early-1990's U.S. recession, the Savings and Loan crisis and the First Gulf War
- Liaison for CEA Chairman with Chair of Federal Reserve, Treasury Secretary and other Cabinet officials
- Day-to day management of all CEA staff, including 25+ CEA senior economists, and of confidential official economic data
- Oversight of research, writing and publication of three *Annual Economic Reports of the President*

### **Senior Professional Committee Staff, U.S. Senate Homeland Security and Governmental Affairs Committee** 1987-1990

- Led numerous hearings and authored legislative initiatives for Committee Chair (Senator John Glenn) on U.S. trade policy, international competitiveness and economic security, and investment in R&D and advanced technologies
- Lead Senate staff drafter of the *Omnibus Trade Act of 1988*, which remains the core of U.S. trade law today

## Early Professional Experience

- **Faculty Member, Harvard University Kennedy School of Government:** taught energy and natural resource economics
- **Fellow, Harvard Kennedy School's Energy and Environmental Policy Center:** co-author, book on regulation of natural gas
- **Faculty Member, Harvard's Economics Department, School of Arts and Sciences:** taught economics of multinationals
- **Deputy Director, Center on Energy Policy Research, Resources for the Future Inc. (RFF),** nation's first independent think-tank (est. 1952) devoted to non-partisan research on energy and environmental policy: authored professional articles and book on national energy security risks and social costs of fossil fuel consumption; testified before U.S. Congress
- **Adjunct Professor of International Economics, Johns Hopkins University Graduate School of Advanced International Studies (SAIS):** taught graduate course on international business, foreign investment, and trade
- **Economic Policy Fellow, Brookings Institution:** doctoral research on competition in the international petroleum industry
- **Advisor, International Energy Security Policy, RAND Corporation:** strategies for U.S. energy and national security policy

## Non-Executive Corporate Board Experience

- **Strategic Ratings PLC, Board of Directors:** U.K.-based corporate and sovereign credit rating agency; **Chair, Governance Committee, Member Compensation Committee, and Member, Strategy Committee**
- **PartnersGlobal, Board of Directors:** Alternative dispute resolution firm in 22 countries; **Chair, Audit Committee and Member, Executive Committee**
- **ArmorText, Board of Advisors:** Cybersecurity intra-enterprise communications software firm
- **APCO Worldwide, Board of Advisors:** Global crisis management and public relations firm
- **The Global Business School Network, Board of Advisors:** International association of graduate business schools
- **Lake Tanganyika Floating Clinic, Board of Advisors:** Healthcare and telecom services provider
- **Corporate Council on Africa, Board of Directors:** Trade association of U.S. and non-U.S. firms operating in Africa (former)
- **U.S.-Russia Chamber of Commerce, Board of Advisors:** Trade association of U.S. companies operating in Russia/CIS (former)

## Education

- A.B., Economics and History, *magna cum laude*, **Phi Beta Kappa**, **Brown University**
- Ph.D., Economics, **University of Michigan**

## Professional Memberships

- Elected Lifetime Member, **Council on Foreign Relations**
- Elected Lifetime Member, **The Bretton Woods Committee**
- Board Leadership Fellow, **National Association of Corporate Directors**

## Publications

Books (selected):

*Africa's Silk Road: China and India's New Economic Frontier* (The World Bank)  
*China's Management of Enterprise Assets: The State as Shareholder* (The World Bank)  
*Natural Gas Markets After Deregulation* (Johns Hopkins University Press)  
*From Disintegration to Reintegration: The Former Soviet Union in International Trade* (The World Bank)  
*Economic Liberalization and Integration Policy* (Springer)  
*Building Market Institutions in South Eastern Europe* (The World Bank)

Peer-Reviewed Articles in Professional Journals (selected):

*Review of Industrial Organization; Yale Journal on Regulation; Columbia Journal of World Business; Foreign Affairs; Energy Journal; International Lawyer; Journal of Corporate Ownership & Control; Natural Resources Journal; International Journal of Business; Energy Policy; Journal of Asian Studies; Journal of Energy and Development; Land Economics; Economics of Planning*