



Benoît Juster

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MAIN SKILLS

- General Management
- Business development (French and International markets)
- Projects set up and management :
 - Strategy, prospective,
 - governance, institutional frameworks, partnerships
 - business plans, financing and contracts
 - feasibility studies, master plans
 - social, economical and environmental impacts assessment
- Fields of expertise : territorial development, mobility, infrastructures, town planning, training&innovation policies, food logistics, real estate (commercial, touristic, housing, ...)
- Work experience in : Benin, China, Czech Republic, Egypt, France, French Polynesia, Ivory Coast, Kazakhstan, Lebanon, Mauritania, Morocco, New Caledonia, Philippines, Poland, Russia, Tanzania, UAE, Uzbekistan, Switzerland, Vietnam.
- Languages:
 - English : fluent
 - German : intermediate
 - Arabic : intermediate

EXPERIENCE RECORD

2023 **CEO of Nomao, consulting in projects set up and management**

2017-23 **Executive Director – Rungis Market (SEMMARIS)**

Management of 3 directions (50 personnes)

Supervision of investment plan of 3bn€

Management of planning, construction and operation of Rungis wholesale market (250ha, 1,2M m2, Turn-over 10bn€)

Development of the training institute “Rungis Académie”, cluster of food sector careers

Regional and international development

Responsible for Agoralim project, second market to be created in the north of Paris region.

2010 - 2016 CEO - Egis Conseil (Egis Group), Paris, France.

Consulting activities in the fields of infrastructures, urban projects, environment, energy...

120 people – Turnover: 14M€ - 15% growth/year

Business development on international markets and in new fields of consulting activities

2004-2010 Deputy CEO - Egis Mobilité (Egis Group), Paris, France.

Director of operations: 6 offices (180 people), Turnover : 20M€

Responsible for business development in Central and Eastern Europe

1996 - 2004 Head of department and Project Director - ISIS, Paris, France.

Head of Paris department: 30 people, Turnover : 4M€

Projects in: transport policies, infrastructures and urban projects

**1989-96 Regional Director Nord-Pas de Calais
BETURE Conseil, Lille, France**

Head of Department: 10 people – Turnover : 1M€

**1987-89 Transport and Infrastructure Engineer
IAURIF – Greater Cairo Development Master plan - Egypt**

**1986-87 Infrastructure Engineer
SOFRETU – Cairo Metro project - Egypt**

**1985-86 Transport Engineer on metro project
SEMVAT (Public transport operating company), Toulouse, France**

TEACHING ACTIVITIES

Ecole Centrale de Nantes, Ecole Centrale de Paris, Université de Versailles/Saint Quentin

EDUCATION

1984-1985 Master in city planning – Institut Etudes Politiques de Paris

1981-1984 Engineering Diploma - Ecole Centrale de Nantes, France.

MAIN REFERENCES

FOOD SECTOR AND WHOLESALE MARKETS

MONTPELLIER (FRANCE) : MARKET STUDY ON REFRIGERATED WAREHOUSES (2025)

Assistance to the developer of Montpellier's food hub renovation and extension project. Demand Analysis for chilled and negative cold storage warehouses from different categories of potential users: retailers, wholesalers, food processors, and logistics providers. Feasibility study of multi-storey warehouses.

NANCY (FRANCE) : DEVELOPMENT OF THE FOOD ECOSYSTEM - CREATION OF A FOOD HUB (2024-2025)

Assistance to the Nancy's metropolitan public authority for the strategy definition, the consultation with stakeholders, the definition of the program, the establishment of the BP and the governance framework.

TANZANIA : RENOVATION OF FOOD INFRASTRUCTURES (2024-2025)

Feasibility study for the upgrading and renovation of food infrastructures in Mwanza and Tanga : wholesale markets, retail markets, slaughterhouse and fish landing sites. Financing : EU/AFD.

BRUSSELS (BELGIUM) : MABRU WHOLESALE MARKET DEVELOPMENT STRATEGY (2024)

Strategic reflection on the evolution of the MABRU market. In partnership with Semmaris.

CASABLANCA (MOROCCO) : NEW WHOLESALE MARKET FEASIBILITY (2024)

Project of a new wholesale market and an agri-food logistic hub in the economical capital of the country. Relocation of the traders from the existing location.

LILLE (FRANCE) : BUSINESS PLAN (2023)

Assistance to the operating company of Lille's wholesale market for the establishment of the BP related to a new development strategy to be implemented (in partnership with EY).

RUNGIS (FRANCE) : EXECUTIVE DIRECTION (2017-2023)

Steering of the development projects and animation of Rungis ecosystem, major food hub in France and Europe (1200 companies, 13000 employees).

PARIS REGION (FRANCE) : AGORALIM (2019-2023)

Development of a wholesale market in the north of Paris region in addition to the existing Rungis market. Territorial development project and creation of logistic food hubs. Agoralim aims to initiate a radical change of the food sector including local production, food process industries, wholesale market and logistics. Investment of 1,4bn€.

Tasks carried out :

- Concept and programme definition,

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- Financial and legal framework,
- Dialogue and conciliation with stakeholders : farmers, wholesalers, local communities, public authorities, ...
- Corporate communication,
- Land acquisitions, layout plan, administrative procedures, technical studies, etc...

EGYPT : DEVELOPMENT OF A FOOD HUBS NETWORK (2019-2022)

To ensure food security, the Egyptian Government has to face major issues and has decided to create wholesale facilities and food hubs. The strategy preparation was based on the following tasks :

- Diagnosis of the current situation in agriculture, existing wholesale markets and fresh food logistics,
- Analysis of main stakeholders strategies : public bodies, producers, logisticians, wholesalers, exporters, mass distribution, etc....
- Set-up of a master scheme for the development of a national food hubs network,
- Legislative and regulatory adjustments,
- Business plan,
- Set-up of a pilot project.

ALMATY (KAZAKHSTAN) : CREATION OF A FOOD HUB (2018-2023)

Wholesale market and fresh food logistic hub to be created in Almaty, Kazakh economical capital.

Tasks carried out :

- Market studies,
- Analysis of the agricultural chain and the local and national food distribution systems,
- Assessment on potential locations, project layout, costs estimate,
- Governance, legislative and regulatory adjustments,
- Business plan and contractual set-up with partners (private and public),
- Assistance to works launching.

COTONOU (BENIN) : CREATION OF A FOOD HUB (2018-2023)

Wholesale market and fresh food logistic hub to be created in Cotonou, Beninese economical capital, with the relocation of the wholesalers from the existing market.

Tasks carried out :

- Market studies,
- Analysis of the agricultural chain and the local and national food distribution systems,
- Project layout, costs estimate,
- Governance, legislative and regulatory adjustments,
- Dialogue and conciliation with wholesalers of the existing market, relocation organisation,
- Assistance to works launching.
- Future operation preparation.

MANILLE (PHILIPPINES) : CREATION OF A FOOD HUBS NETWORK (2017-2023)

Network of wholesale markets / fresh food logistic hubs to be created in Manila metropolitan area. The objectives of the philippino authorities are to : increase local production, improve food security and food safety, ensure food sovereignty and improve logistics environmental footprint.

Tasks carried out :

- Market studies,
- Analysis of the agricultural chain and the local and national food distribution systems,
- Assessment on potential locations, project layout, costs estimate,
- Governance, legislative and regulatory adjustments,

- Financial and contractual framework,
- Partnership protocol with an investor.

UZBEKISTAN : CREATION OF A FOOD HUBS NETWORK (2019-2023)

Network of wholesale markets / fresh food logistic hubs to be created in Tashkent, Samarkand and Andijan.

Tasks carried out :

- Market studies,
- Analysis of the agricultural chain and the local and national food distribution systems,
- Assessment on potential locations, project layout, costs estimate,
- Governance, legislative and regulatory adjustments,
- Financial and contractual framework,
- Partnership protocol with an investor.

ABU DHABI : CREATION OF A FOOD HUB (2019-2023)

Wholesale market and fresh food logistic hub to be created halfway between Abu Dhabi and Dubai.

Tasks carried out :

- Strategic assistance to the project bearer,
- Technical studies expertise,
- Future operation preparation.

MOBILITY AND INFRASTRUCTURES

RUNGIS (FRANCE) : COMBINED TRANSPORT TERMINAL (2019-2023)

Creation of a combined transport terminal serving Rungis fresh food wholesale market.

Tasks carried out :

- Rail freight market study,
- Analysis of use of rail infrastructures (slots) and layout of the new terminal,
- Financial and legal framework,
- Business model, financing plan, procurement process for a DBO contract.

RUNGIS (FRANCE) : MULTIMODAL TRANSPORT HUB (2019-2023)

With the arrival of a new metro line, the hub project will create links with other transport modes and public spaces.

Tasks carried out :

- Mobility needs analysis (bus, trams, cycling, pedestrians, road access to Rungis market, etc...),
- Project layout designed with various stakeholders,
- Financing plan, governance organisation and partnership protocol.

RUNGIS (FRANCE) : MOBILITY MANAGEMENT (2017-2023)

Mobility and traffic management within the Rungis wholesale market (240ha)

Tasks carried out :

- Mobility master plan,
- Parking policy, parking lots construction, truck parkings with dedicated services,
- Traffic management,
- Road works.

GENEVE (SWITZERLAND) : AIRPORT DEVELOPMENT (2016)

In order to ensure its development capability, Geneva franco-swiss airport shall use plots of land located on French side.

Tasks carried out :

- Expertise of the present operation of the airport and assessment of the economic benefits,
- Survey of the lands to be used for the airport developments,
- Project layout.
- Financial and legal framework, assistance to talks between french and swiss public authorities.

NANTES (FRANCE) : MULTIMODAL TRANSPORT HUB (2013)

The construction of a new train station's building has led to the restructuration of the multimodal transport hub.

Tasks carried out :

- Assessment of future mobility needs
- Assessment of real estate services to be provided on site (offices, shops, etc...).
- Transport hub master plan layout
- Provisional schedule, budget and governance of the project

BEYROUTH (LEBANON) : GENTLE MOBILITY MASTER PLAN (2010-2012)

Within the general framework of cooperation between the Ile de France region and the City of Beyrouth a gentle mobility master plan was established.

Tasks carried out :

- Mobility needs analysis, assessment of public spaces uses and mobility practices,
- Definition of the network to be developed,
- Provisional schedule, budget.

URBAN MOBILITY MASTER PLANS (1996-2010)

Realisation of numerous urban mobility master plans (Paris, Bordeaux, Nouméa, Meaux, Dunkerque, Mantes, El Jadida, Safi, etc...)

Tasks carried out :

- Mobility needs analysis, assessment of public spaces uses and mobility practices,
- Forward-looking strategy, definition of new services,
- Action plan, financing plan, institutional framework.

REGIONAL MOBILITY MASTER PLANS (2005-2010)

Realisation of numerous regional mobility master plans (Bretagne, Champagne Ardennes, etc...).

Tasks carried out :

- Mobility needs analysis, assessment of mobility practices,
- Forward-looking strategy, definition of new services,
- Action plan, financing plan, institutional framework.

SUBWAYS AND TRAMWAYS (1989-2010)

Toulouse and Cairo subways; Paris, Nantes, Lyon, Rabat, Dijon and Toulouse tramways

Tasks carried out :

- Various studies : feasibility, traffic, urban integration, economics, multimodal transport hubs,
- Action plan, financing plan, institutional framework.

POLAND : DEVELOPMENT OF AN ELECTRONIC TOLL SYSTEM ON THE HIGHWAYS NATIONAL NETWORK (2004-2006)

National strategy definition.

Tasks carried out :

- Needs analysis (public bodies and operating companies)
- Assessment of possible technical solutions
- Action plan.

PARIS (FRANCE) : ASSISTANCE FOR DIALOGUE AND CONCILIATION (2002-2005)

Assistance to the city council for dialogue and conciliation with numerous stakeholders (inhabitants, NGO's, shop keepers representatives, etc...) about the new mobility policy.

Tasks carried out :

- Organisation of public debates
- Technical secretariat

EUROPEAN UNION : COORDINATION OF THE WORKS OF A GROUP OF EXPERTS ON SUSTAINABLE CITY (1993-1996)

Coordination of the works of the group who was in charge of the writing of a white paper on sustainable city.

Tasks carried out :

- Technical secretariat,
- Good practices analysis,
- Writing of the white paper.

TOWN PLANNING

LE HAVRE (FRANCE) : LAND OFFER FOR ECONOMIC ACTIVITIES (2024-2025)

Assistance to the Le Havre Metropolitan Authority in defining the positioning strategy and economic model for land dedicated to economic activities.

Tasks carried out:

- Analysis of the attractiveness factors of economic activity zones
- Strategy to increase the hosting capacity of these land assets
- Development of the corresponding economic model (link between land costs and buildability)
- Implementation of construction leases

RUNGIS (FRANCE) : GASTRONOMY DISTRICT (2017-2023)

A mixed-use district (housing, retail, offices, hotels) to be developed around the future Cité de la Gastronomie, a tourist and cultural facility.

Tasks carried out :

- Overall concept and project programming
- Development of the district: accessibility, real estate projects, land control, etc.
- Economic model of the project, including the assessment of acceptable land charges for each asset class
- Business plan, legal and financial set-up, institutional governance

RUNGIS (FRANCE) : RENEWAL OF THE “SENIA“ LOGISTIC AREA (2019-2023)

The old logistic area SENIA needs a renewal project for the development of Rungis wholesale market extension.

Tasks carried out :

- Set-up of a new legal framework,
- Market, feasibility and mobility studies,
- Land acquisitions (preemption),
- Business model for land provision
- Business plan, partnership protocol with public authorities.

RUNGIS (FRANCE) : INVESTMENT PLAN 2035 (2017-2023)

The Rungis wholesale market was created in 1969 and has to be densified and renovated in order to answer to then current needs of the logistic sector. The «Rungis 2035» road map (1bn€) includes construction and rehabilitation of buildings, infrastructures, parkings and networks.

Tasks carried out :

- Design and steering of the investment plan,
- Steering of the projects : feasibility studies, dialogue&conciliation, works supervision.

ABIDJAN (IVORY COAST) : SET UP AND LAYOUT OF AEROCITE URBAN PROJECT (2012-2016)

AEROCITE is a vast urban development on the outskirts of Abidjan international airport.

Tasks carried out :

- Real estate market analysis, assessment of public amenities needs,
- Project layout,
- Business model for land provision
- Legal framework for project structuring, business plan, and financing plan
- Establishment of a dedicated project company

FRANCE : CREATION OF AN INVESTMENT FUND FOR SOIL DECONTAMINATION (2015-2016)

Fund created by a consortium associating an investment company and an engineering company.

Tasks carried out :

- Market analysis, set up of a methodology and a service offer,
- Business plan and contractual framework,
- Pilot projects.

VERSAILLES (FRANCE) : ORGANISATION OF THE PROPERTY MANAGEMENT DEPARTMENT (2015)

Assistance to the Yvelines local council for the redefinition of the tasks and the organization of the property management department. Coordination with other organisations (semi public companies and agencies).

TOULOUSE (FRANCE) : PROGRAMME AND SET-UP OF “GRAND MATABIAU” PROJECT (2013-2014)

Grand Matabiau urban project is developed in the surroundings of Toulouse’s central train station. It includes urban renewal and a multimodal transport hub.

Tasks carried out :

- Real estate market analysis, assessment of public amenities and mobility needs,
- Project layout,
- Governance & contractual framework,
- Risks analysis,
- Dialogue&conciliation with institutional partners.

ANNEMASSE (FRANCE) : PROGRAMME OF “ANNEMASSE ETOILE” PROJECT (2011-2013)

Annemasse is an important french city located closed to Geneva. In coordination with a metropolitan mass transit project, Annemasse Etoile aims to create an attractive neighbourhood around the train station.

Tasks carried out :

- Real estate market analysis, assessment of public amenities and mobility needs,
- Project layout,
- Contractual and financial set-up,
- Partnership protocol for the multimodal hub.

IMPETUS : RESEARCH PROJECT URBANISM/TRANSPORTS (2011-2013)

Research project financed by the french national research agency (ANR). The subject of the research is to create a decision support tool for the assessment of urban projects with the objective to establish a coherent link between urbanism and mobility.

NEUILLY SUR MARNE (FRANCE) : PPP FOR AN URBAN PROJECT (2015-2016)

Assistance to the city of Neuilly sur Marne for the creation of a new neighbourhood at the location of two former hospitals.

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Tasks carried out :

- Real estate market analysis and assessment of public amenities,
- Project layout,
- Budget and financing plan,
- Procurement for the selection of a developer via a PPP contract.

FRANCE : ASSISTANCE FOR SET-UP A PROGRAMM SUPPORTING INNOVATIVE PROJECTS (2015-2016)

Assistance to the french national agency for urban renewal (ANRU). Organisation of a call for innovative proposals in the field of post world war II housing estates renewal.

Tasks carried out :

- Set-up of the call for proposals,
- Definition of a valuation method of the projects,
- Dialogue with the project bearers.

BOULOGNE-BILLANCOURT (FRANCE) : RENEWAL OF A FORMER RENAULT CAR FACTORY (2005-2010)

Assistance to the City of Boulogne-Billancourt and to the development company for the programme and layout of the project.

Tasks carried out :

- Project programme,
- Layout of public spaces and mobility amenities.
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TERRITORIAL DEVELOPMENT

RUNGIS (FRANCE) : EVENT EQUIPMENT "RUNGIS EVENEMENTS" (2019-2022)

Relaunch of this building dedicated to corporate events of the fresh food sector in Rungis market.

Tasks carried out :

- Building renovation,
- Market and marketing studies
- Business plan, set-up of a new mode of operation

RUNGIS (FRANCE) : DEVELOPMENT OF THE ACADEMY (2018 - 2023)

Rungis Academy is a professional federation gathering training institutes in fields concerning Rungis market activities : restoration, catering, logistics, farming, etc...

Tasks carried out :

- Set-up of a development strategy for the federation, recruitment of new members, events organisation.
- Renovation of a building including various food laboratories,
- Financial and legal framework.

RUNGIS (FRANCE) : RESIDENCES (2020-2023)

Set up and building of an hotel and low income residences for students and young professionals.

Tasks carried out :

- Market, marketing and feasibility studies,
- Business plan, financial and legal framework,
- Partnership with a developer and an operator.

TAHITI (FRENCH POLYNESIA) : MAHANNA BEACH TOURISTIC PROJECT (2015-2016)

Tahiti Mahana Beach is a major project for the development of tourism on Tahiti island. It is an integrated resort of 50 ha to be realized in partnership between the local government and a private corporation.

Tasks carried out :

- Adjustment of the project for a better coherence with the country's touristic strategy,
- Set-up of the governance framework between the local government and the SPV to be created,
- Splitting of investments (public/ private),
- Contractual framework and risks analysis,
- Set-up of the procurement process for the selection of the private partner.

NOUADHIBOU (MAURITANIE) : MASTER PLAN AND CREATION OF A FREE ZONE (2013-2014)

Urban planning and development strategy of Nouadhibou. Mauritania's second city has key advantages for boosting its economy : mining and fishing resources, port facilities.

Tasks carried out :

- Master plan
- Analysis of various economic sectors : mining, fishing, oil & gas, tourism

- Real estate services to be developed.
- Feasibility study on the free zone and the single-window
- Financial and legal framework, organisation of a forum and a road show for investors

GUERET (FRANCE) : DEVELOPMENT STRATEGY (1990)

Assistance to the city of Guéret for the establishment of a development strategy of local economy.

Tasks carried out :

- Sectors analysis : wood, farming, silver economy,
- Territorial diagnosis,
- Action plan.

CAIRO (EGYPT) : GREATER CAIRO MASTER PLAN (1987-1989)

Franco-egyptian cooperation urban planning project.

Tasks carried out :

- Rehabilitation plan of Cairo historical city,
- Strategy of management of informal housing settlements on agricultural land in the pyramids sector
- Analysis of mobility and infrastructures networks (water supply and sewerage)