

Leaders Management

Eric Freudenreich

Chair of the Supervisory Board,
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CFE, CIA, CMP, CRMA



*Leading
with Purpose,
Delivering
with Impact.*



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CAREER OVERVIEW

Eric Freudenreich has built his career at the intersection of finance, governance, and strategy. After eight years in audit and advisory firms in Frankfurt and Paris, he joined the industrial group Vallourec in 2003 and later became its Internal Control Director, strengthening governance and risk-management frameworks across international operations.



Since 2011, he has served as Independent Director and later Chair of Supervisory Boards within AEW's real-estate investment funds, notably AEW Commerces Europe (around €1.55 billion capitalization) and AEW Patrimoine Santé. His work focuses on oversight, ethical governance, and long-term value creation for investors.

Beyond corporate mandates, Eric is President of the French Professional accountants in business Association (ECE - Institut des diplômés d'expertise comptable en entreprise) and a member of the PAIB Advisory Group of the International Federation of Accountants (IFAC). He also serves on the Global Advisory Board of ICMP, USA.

Throughout his career, he has sought to align technical rigor with strategic vision and public trust. His approach to leadership is rooted in independence of judgment, ethics, and continuous learning. Those principles define his contribution to the accountancy and governance communities in Europe and beyond.

Eric Shares His Leadership Philosophy

**True leadership
is about alignment
and trust.**



For me, leadership is less about being in front than about standing behind, like the female elephant, who guides her herd with wisdom and memory, or the female wolf, who leads through care, coordination, and quiet authority, letting others move forward. In governance, this means enabling collective intelligence rather than imposing authority. Leadership is the art of alignment: aligning ethics, purpose, and action in a way that inspires trust. I believe deeply in the "tone at the top", not as a slogan but as a daily discipline,

ensuring consistency between what is said, decided, and done. Leading by example is therefore my virtue: integrity in small decisions often shapes the credibility of the larger ones. For me, it also means leading with common sense, authenticity, and coherence - qualities that create trust far more effectively than authority.

Eric Explains How He Inspires and Motivates His Team

In a governance context, leadership is not about hierarchy but about influence. As an independent chair, I see the board as a team of equals with diverse expertise, culture, and experience but united by a shared responsibility toward stakeholders. Diversity is a source of strength: it challenges assumptions, reduces bias, and enriches collective judgment. My role is to create the conditions for constructive dialogue, clarity of purpose, and ethical discipline. Motivation comes from trust: when every voice is heard and respected, the quality of decisions improves, and confidence grows throughout the organization.

**Leadership, in my view, is
rooted in influence rather than hierarchy.**



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Effective Governance, in my view, rests on the Three Cs – Clairvoyance, Competence & Communication.

Eric Shares His Perspective on Governance and Management

My expertise lies in corporate governance and board oversight. As Chair of a Supervisory Board, I see management as a shared responsibility between those who execute and those who oversee. Good governance is not about exercising power but about ensuring transparency, accountability, and ethical consistency in decision-making.

A supervisory board adds value when it challenges constructively, protects the interests of investors, and supports management in building long-term resilience. The essence of this role is judgment: balancing independence with cooperation, prudence with ambition, and compliance with strategic foresight. In practice, I encourage debate through simple but rigorous questioning: Why was this option chosen?

What were the alternatives? Why is this one the best? These questions help the board maintain clarity, perspective, and accountability without interfering in management decisions. Effective oversight relies on what I call the three Cs of governance - clairvoyance, competency, and communication - in a balance where foresight opens the way, but competence and communication sustain credibility and trust across all stakeholders.

Eric Explained the Transformative Impact of the CMP Credential

Earning the CMP credential transformed my approach from Control to Leadership.

CMP broadened my outlook from control-focused areas to a more strategic and leadership-oriented approach. It enhanced my ability to align risk management with organizational objectives, lead teams with purpose, and contribute effectively to governance and decision-making processes. This credential has been instrumental in linking my technical expertise with strategic insight, reinforcing my role as a leader who not only ensures compliance but also drives organizational progress through sound governance and purposeful direction.

Snapshot of a Legacy in Leadership and Professional Excellence



- Chair of the Supervisory Boards of AEW Commerces Europe
- President, French PAIB Association (ECE)
- Member, Advisory Group - IFAC
- Member, Global Advisory Board - ICMP, USA
- Lecturer at Université Paris-Dauphine (PSL) - Master program (Fraud, internal control and Governance)
- Lecturer at IAE Paris - Sorbonne Business School - management control, mainly for engineers
- Contributor to executive education and international training sessions linking academic research with professional practice
- Contributor to professional journals and media on corporate governance, ethics, and the strategic role of Professional Accountants in Business
- Frequent speaker at international forums including IFAC, FIDEF and ICMP events.