

## Emmanuel Harlé

Executive Chairman, Industries & Finances Partenaires



### Professional Experience

1998 - Present	<b>INDUSTRIES &amp; FINANCES PARTENAIRES</b> <b>Executive Chairman</b>
1995-1997	<b>MORGAN GRENFELL ET ASSOCIES</b> <b>Director and C.E.O.</b> of Morgan Grenfell Investissement (Build-up), in charge of fund raising and management of the Morgan Grenfell et Associes F.C.P.R.
End 1988-1994	<b>DILLON, READ / FRANCE CAPITAL DEVELOPPEMENT</b> <b>Member of the Directoire</b> in charge of fund raising and the management of the " <b>France Capital Développement</b> " F.C.P.R. (Build- up). <b>President</b> of the SIP (Investment Fund in Portugal). <b>Director</b> of DILLON READ/France.
1987-1988	<b>COMPAGNIE SANARA</b> Turnover of FF 4 billion, quoted on the Stock Exchange, workforce of 2,500, principal fluvio-maritime transporter. <b>Administrative &amp; Financial Manager</b> , Member of the Comité de Direction of the Group and " <b>Administrateur Délégué</b> " (Geschäftsführender Direktor) of the German subsidiary, Rhein-Maas-und-See-Schiffahrtskontor (3 <sup>rd</sup> German marine shipping company) <b>Supervisory Director</b> of KBO-KDS, the Dutch subsidiary. <u>Achievements:</u> <ol style="list-style-type: none"> <li>1. Turnaround of the German subsidiary</li> <li>2. Sale of the group (privatisation) to the C.F.I.T.</li> </ol>
End 1984-1987	<b>COMPAGNIE DE SUEZ</b> <b>Sous-Directeur</b> <u>Achievements:</u> <ol style="list-style-type: none"> <li>1. Responsible for: Heuliez, Richardson, Sommer-Allibert</li> <li>2. Launch of Suez Asia Development Capital (SADC)</li> <li>3. Equity participations taken (3) via Astorg</li> </ol>

- 1980-1984 **GROUPE MORS**  
 The MORS Group is specialised in industrial equipment (aeronautical equipment, weighing stations, railroad signaling, passive components and telecommunications).  
 In 1979, MORS, a subsidiary of the Continentale d'Entreprise (ELECTROWATT/CREDIT SUISSE) was in a difficult financial situation and the holding company entrusted the restructuring of the company to a new team.  
 - in 1979: 300 MFF turnover - 3 plants - 700 people - stock: 36 FF  
 - in 1984: approximately 1.3 billion turnover - 12 plants - 3,100 people - 3 subsidiaries - stock 400 FF.  
 Financial Manager of Mors, then Financial Manager of the Mors Group, Member of the Comité de Direction and "Administrateur Délégué" of some subsidiaries.  
Achievements:  
 1. Negotiation of acquisitions (Techniphone, M.P.1., Defiant Weighing, Pfister GmbH, APR, APEM, Paulré, Autoclem...)  
 2. Implementation and management of the restructuring of the group.
- 1978-1980 **GROUPE SAT- SAGEM- CSEE**  
 GETEL (subsidiary) was created in 1978 to develop telephone terminals, postal machines and public pay phones (Turnover: 100 MF - 180 people)  
**Secrétaire Général.**  
Achievements:  
 1. Setting up of the company  
 2. Starting up of the Massy plant  
 3. Responsible for commercial and industrial aspects
- 1973-1978 **SORA / IDHR**  
**Consultant then Project Manager.** Numerous missions in France and abroad (Europe, Africa); for example:  
 1. Total reorganization of the D.T.C.A. (Aeronautical Construction Technical Department). Mission carried out for the Délégation Générale à l'Armement (Ministry of Defense)  
 2. Merger and restructuring of four companies of the EBAUCHE S.A. group in Switzerland.

#### **Studies, languages and military obligations**

- Graduate of the Institut d'Etudes Politiques de Paris
- Degree in Law (1970) - Commercial Law
- PHD in Computer Science (1972)
- Diploma of the French Institute of Compared Law (1970)
- Certificate in Company Fiscality
- English, German, Spanish, fair
- Reserve Lieutenant

**Other activities**

- Member of the **Board of Directors** of the AFIC, **President** of the Legislation and Fiscality Commission (1994-2000)
- Deputy Mayor of Neuilly (town-finance, Economic Affairs and Employment)
- Books
  - "*The Company as a System*" (1983 -Presses Universitaires de Lyon)
  - "*Financial Management and Economic Mutation*" (1984 - Edition Masson - Preface by Michel Bon)
  - "*How to Adapt a Company to the Fluctuations of the Market*" (1988 - Editions Dunod - Preface by Gérard Worms) – translated in Portuguese language)
- Director of the C.O.F.I.P. (family holding company) since 1975 (activity: takeovers, stakes in quoted companies and fund management)
- Sailing, skiing, swimming, Member of the Polo Club of Paris and the ACF.