

PERSONAL DATA

Name, First Name	De Vonarkha-Varnak, Pierre Jean
Date of birth/ place	01.09.1965 - France
Citizenship	French
Family status	Married, 2 children
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KEY ACCOMPLISHMENTS

More than 25 years international experiences within top global 100 companies and international branded companies in all finance, IT, supply chain, administrative and commercial areas (Chief Financial & Administration Officer) including restructuring of companies. My core responsibilities and achievements are summarized as follow:

- Budgeting, reporting and controlling: *monthly, quarterly, yearly basis & strategic planning*
- Consolidation, accounting: *also group of companies (local, German & US GAAP, IFRS)*
- Cash-flow management: *including procedures for cash collection*
- Financing: *of companies, affiliates, projects, investments – incl. refinancing -*
- Shared services: *building of added value models for the group and shareholder*
- Large-scale project: *new technologies, critical projects, up to 3 digits Mio. Euro / project*
- Project management: *project director of several critical and big projects*
- Risk- & chance-management: *especially for important and sensible projects*
- Contract law, claim management: *ICC, FIDIC, for international consortia, local law(s)*
- Strong negotiator in difficult situation: *consortia, suppliers, internal, Big 4 auditor, banks*
- Internal audit: *for projects, processes, management and company structures*
- Export control: *set-up of procedures and reporting tools*
- Compliance: *chief compliance officer for the Maghreb region within Siemens*
- ERP, MIS: *several implementations - SAP, MS Dynamics AX, Exact, Targit, Cognos*
- Business processes: *best practices, EBIT reliability, business risks reduction, sales growth, cost and profit centre, shared services*
- Restructuring: *financial, HR, management structure, business portfolio, profit centre*
- Out-sourcing, carve-in: *incl. IPO of business activities, up to double digit Mio. volumes especially for Siemens Morocco and Innovative Wind Concepts*
- Corporate administration and management of companies / groups: *for Siemens, Innovative Wind Concepts, Simba Toys, Yellow Hat Japan , GRG*
- Business development, business strategy: *5 and 7 years strategic plan for companies*
- HR management: *several implementation of salary matrix, bonus schemes, employee appraisal procedure*
- Sales and marketing: *CRM implementation, price structure, leading role in order to improve the growth, EBIT and cash-flow*
- Customer care: *implementation of procedures as further sales channels, retail*
- *Implementation of a business related Website, Web-App*

I'm a strong communicator, proactive and passionate, target oriented, well organized, coach and team player, create sustainable growth and values for the company, shareholder as well as the employees. I have an entrepreneurial mind-set, have strong technical expertise, high ethical standards and get the things done.

2014 – Today – Dubai / UAE

CEO – Yellow Hat Japan (Company of Sharaf Group, franchise)

Audit Committee Member of Sharaf HQ Investment (Company of Sharaf Group)

Business Head Gisella Blu & Aurora Wild (Company of Sharaf Group)

Responsibilities:

- Yellow Hat Japan – car accessories and services - Managing the company: 3 sites (workshop and retail) in UAE, Volume Euro 50 Mio., Employees: 150
- Audit Committee Member: oversight of financial reporting and disclosure as well as regulatory compliance and risk management activities for all companies
- GRG - fashion - closing of all companies and activities (UAE, Singapore)

➤ **Key activities:**

Supports operations and administration by advising and informing Board members, interfacing between Board and staff, and supporting Board's evaluation of chief executive. Oversees design, marketing, promotion, delivery and quality of programs, products and services. Recommends yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations. Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations. Assures the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders

2013 – 2014 – Dubai / UAE

Corporate Head – Sharaf Group

Business Volume EURO 800 Mio

Responsibilities: continuously analysing the several Business results (brands & companies).
Suggestion for improvement incl. planning and execution.
Improvement of the business results (top, middle and bottom line) for sales, operational costs and profitability, incl. organizational planning.
Analysing new business opportunities for retail in order to expand and diversify the portfolio and the territories.
Development of the correspondent organisations in accordance with the Group.
Motivate, encourage and inspire the several profit centre heads.

2011 – 2013 – Dubai / UAE

Member of the Management Board and Group CF&AO

Simba Toys Middle East FzCo, affiliate of Simba Dickie Group (FMCG - Germany)

Responsibilities: finance, supply-chain & IT for the Middle East company (headquarter) and 6 affiliates in Dubai, Morocco, Kuwait, KSA, Qatar and India. Volume Euro 50 Mio. - EBIT local: 9% - Employees: 250, Direct 50 (also Abroad)

➤ **Key activities**

For all companies: monthly reporting, quarterly and annual finance statements incl. annual report and group reporting towards the HQ in Germany as well as the shareholders. Presentations for the shareholders. Main partner for the auditors. Budget and forecast definition. Implementation and controlling of shared services, cash management incl. budget, supply chain management incl. definition of objectives & solutions provider in order to impact positively the profitability of the group. Implementation of ABC supplier analyse. Definition of procurement budget, warehouse management incl. ABC analyse of the products. Restructuring of the accounting & admin. organisation. Launch of a controlling and reporting department. Audit & re-implementation of the existing ERP (MS Dynamics-AX, due to wrong implementation), also MIS. Definition and launch of sales, logistics, procurement and price calculation processes incl. Inter-company invoicing. Definition and controlling of investments. Project manager of big Project (for example new premises). Set-up of affiliates. Implementation of pricing strategies per company and integrated planning & reporting

structures, standard business processes, standardisation of licence business. Reduction of the financial costs and sensible growth of the EBIT (doubled in % in one year).

Direct business involvement for the French speaking (North-Africa) and the Indian market. Enhancement of the HR strategy and HR department (e.g. incentive system, salary matrix, implementation of a HR-Module). Financial structure and organisation of the affiliates. Contract management for global partner and suppliers.

2008 – 2011 – Husum & Erlangen / Germany

Managing Director – Group CF&AO at Innovative Wind Concepts GmbH and
Senior Asset Manager at Siemens Project Ventures GmbH

Responsibilities: renewable energy project volume: Euro 750 Mio. in Romania, Bulgaria, Chile and Germany, HR responsibilities: 15 employees (also abroad) and manager of a further international portfolio of Euro 500 Mio. investment in renewable energy (solar, wind, hydro). Set-up of the group companies and needed SPV's.

Areas of responsibilities according to by-laws, especially:

- Business strategy & organisation of the group
- Press- and public relations group and corporate communication
- Business & company development
- Law of company level in all countries
- Contract management of company level
- Finance and contract controlling
- Compliance, export control, human resources
- Finance- & accounting incl. revolving, ¼ and fiscal years end statements from all companies (incl. abroad)
- Treasury incl. payment transactions (all companies)
- Shareholding of the companies, shareholder meetings
- Risk management from the corporate level
- Business analyses design & planning and project financing
- Mail review and dispatching
- Implementation of shared services for IT, Purchasing, job safety

Business development: core area North-Africa (French speaking countries), Russia, Belarus, Ukraine, Latvia

Operational support for project management, sales contract management & controlling, HR

Driving a renewable energy fixed asset portfolio by risk & profit criteria with the target to identify and to exploit potential improvements in regard to asset increase, liquidity, costs structure and investment point of time & period. Regular assessment of the investments, preparation of actions plan in order to implement the strategies, reporting to higher-level, identification of projects development measures, performance rating at portfolio-Level

Analyse support of potential investment plan & scheme, execution of due diligence, cash-flow models, risk- & contract analyses. Special projects for the management board of the Siemens division „renewable energies “

2004 – 2008 – Casablanca / Morocco

Chief Financial & Administration Officer at Siemens S.A. (CF&AO),
Member of the Management Board at Siemens Enterprise Communication S.A.,
Silent Partner at Siemens Medical Diagnostic Solutions S.A.R.L.

Responsibilities: Volume Euro 210 Mio. - EBIT local: 17,7% - Employees: 350,
Direct HR responsibilities: 120 employees (45 business administration)

➤ Key activities

- Definition of the business targets for 7 profit center, 8 costs center and for the company
- Strategic & operative planning of all activities and costs center, incl. shared services agreements

- Analyses of the business development and the performance, evaluation of the effectiveness of the procedures especially in the field of business administration, finance, reporting, accounting, purchasing, IT, HR and other administrative areas
 - Approval of procedures, representation vis-à-vis managing board, corporate units, headquarters, customers, suppliers, banks, auditors, press und trades union
 - Implementation of ERP modules in order to rationalise and harmonise standard processes within the company and the group
 - Implementation of different finance concepts and sources, also project wise
 - Period wise & annual finance statements incl. annual report, also for profit center
- Operative level
- Business management from all sales activities, coach especially for the health care business and large-scale projects
 - Deputy & spokesman for the health care business unit in the management board
 - Sales business manager for „transportation system / mobility“
 - Involvement for large-scale projects like contract negotiations with customers, suppliers and banks, with headquarters
 - Carve-out of the communication business units Mobile Devices, Enterprise and Carrier: assessment of the activities, local contract negotiations, shared services agreements, negotiations with the banks; definition of restructuring necessities and realization of these plan in the frame of the world-wide deployment concept (volume Euro 50 Mio)
 - Carve-in of a new company from Bayer: Medical Diagnostics Solutions (Euro 8 Mio)
 - Drastic improvement of the sales volume (tripled), the EBIT (doubled in %), the financial costs and financial structure of the company
- Administrative level
- Member of the management board
 - Regional compliance officer
 - Head of local central purchasing, stock management incl. import, export and transit
 - Accounting & reporting, IT, business administration, human resources ...
- Public relation level
- Active participation on business and manager forums, roundtable discussions like manager magazine, British- Austrian- French- and German Chamber of Foreign Trades
 - Regular articles in MENA business magazine like „Essor“, „Économie & Entreprise“
 - Active Member of the DIHK Casablanca (German Chamber of Foreign Trades)

2001 – 2003 – Casablanca / Morocco

Deputy of the CFO, Senior Business & Administration Manager Finance, Sales & Marketing and Export Control and Customs delegate at Siemens S.A.

Responsibilities: Sales volume Euro 60 Mio. - EBIT local: 8% - Employees: 250 –
 Direct HR responsibilities: approx. 20 employees (13 business administration). Set-up of business procedures and sustainable structures for all sales activities / profit center (product, construction, services, Health Care BU, complex businesses)

- Key activities
- Definition of commercial guidelines in collaboration with the internal audit of Siemens
 - Coordination of the findings & measures from the corporate financial audit (15 Months)
 - Co-operation & co-ordination of the sales budget (revolving one and for the Fiscal Year) as well as periodical monitoring
 - Bid proposal management incl. contract design till final negotiation of critical projects
 - Elaboration & deployment of a full project planning & controlling procedure, profit center
 - Build-up of the export control guidelines, the business conduct and the risk-management guidelines for Morocco in coordination with the respective headquarter, as well as finance facilities models

1999 – 2001 – Erlangen & Heidenheim / Germany

Director Business & Administration Manager Finance, Sales & Marketing

Voith Siemens Hydro GmbH for the region East-Europe, Asia and Middle East
(Joint Venture of Siemens Power Generation and Voith Hydro GmbH)

Responsibilities: Project volume Euro 650 Mio., investment volume: an average of Euro 6 Mio. per fiscal year, HR responsibilities: 10 employees. Sensible growth of the international project volume. Standardisation of financial schemes, customer and suppliers contracts. Reduction of the business risks.

1997 – 1999 – Erlangen / Germany

Senior Auditor

Siemens AG – BU Urban & Interurban Mobility

Responsibilities: worldwide management, processes and project audits for the Siemens board

1995 – 1997 – Braunschweig / Germany

Senior Business and Administration Manager & Project Director

Siemens AG – BU Urban Mobility

Responsibilities: Sales volume for Europe and the US Euro 450 Mio. project volume Euro 145 Mio., HR responsibilities: 4 employees, category A & B projects. Sensible quality improvement of the project realization and risk management.

1993 – 1995 – Braunschweig / Germany

Commercial Project Leader

Siemens AG – Sub-BU Urban Mobility

Responsibilities: Metro Stockholm – Line 1, project volume Euro 90 Mio., contract period 4 years, new technologies, category A project. Set-up of the project structure, realization of the project on time, improvement of the project key data (volume, EBIT, time), strong limitation of project risks.

1989 – 1992 – Paris / France and Erlangen / Germany

Engineering Business & Administration Manager

Siemens AG – Sub-Business Unit Industrial Automation

Industrial Business and Administration Manager

Siemens SAS – Business Unit Communication

EDUCATION

- MBA (international business, general management / Munich - Germany)
- BBA (industrial business and administration manager / Berlin - Germany)
- University form Strasbourg: DEUG LEA (France)
- LETNI d'Haguenau, baccalauréat F1: mechanical construction (France)

LANGUAGES

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|-----------|-----------------|
| ➤ French | Native language |
| ➤ Deutsch | Bilingual |
| ➤ English | Business fluent |

IT SKILLS

- | | |
|-----------|---|
| ➤ Windows | current Version (excel, word, outlook, power point ...) |
| ➤ ERP | SAP R/3, NAVISION, EXACT, Microsoft Dynamics AX |

OUTSIDE ACTIVITIES

- Mentor at MECA Middle East CFO Alliance (2013-today)
(The Largest CFO Networking Group in Middle East)
- Mentor at BDS-Flensburg (2009-2011)
(Start-Up entrepreneur / new business founder - Germany)
- Mentor of 2 Moroccan and 1 German Start-up entrepreneur (2005-2008)
(business fields: finance, engineering & manpower)
- Honour Chairman of the Siemens SA soccer club in Morocco (2003-2008)