



### Case Example

## Improving the control and the governance of subsidiaries and participations

**Financial public holding**

<p><b>Client Situation</b></p>	<ul style="list-style-type: none"> <li>• The client owns a large number of subsidiaries, organized into 4 groups of companies, and an even higher number of financial participations</li> <li>• The client wants to maximise its long-term interests through a better grip on its subsidiaries, thanks to an improved governance policy, and a more efficient use of its participation portfolio</li> </ul>
<p><b>Important Issues</b></p>	<ul style="list-style-type: none"> <li>• Each of the 4 groups of subsidiaries owned by the client are very specific and enjoy different degrees of autonomy. None of them is really willing to give up those advantages</li> <li>• Participations are very heterogeneous and the management of some of them needs to be upgraded</li> <li>• Directors' role in the governance of subsidiaries and participations is not as efficient as it should be. An effort has to be made on this subject</li> <li>• Knowledge and assistance to the subsidiaries' development projects has to be improved</li> </ul>
<p><b>Activities</b></p>	<ul style="list-style-type: none"> <li>• Review and segmentation of the portfolio managed by different entities of the client</li> <li>• Improvement of the different processes of control of the subsidiaries' business activities</li> <li>• Strengthening of the control of the portfolio's management in specific areas</li> <li>• Design of a special desk dedicated to Directors' support</li> <li>• Implementation of a team in charge of Business Development at group level</li> <li>• Review and redesign of the group's different committees</li> </ul>
<p><b>Benefits Delivered</b></p>	<ul style="list-style-type: none"> <li>• Clarification and normalisation of the governance of each of the 4 groups of subsidiaries</li> <li>• Better definition of the objectives dedicated to the participation portfolio thanks to an appropriate segmentation</li> <li>• Insuring the agreement by the subsidiaries of the new governance policy</li> </ul>