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# CV

- Finance all-rounder with strong interaction to General Management
- Profit responsibility for geographical spitted companies
- Strong 'hands on' approach and get it done mentality
- 22 years of experience in
  - New and developed markets
  - in NEW and OLD Economy
  - Market entry and restructuring
  - In intercultural management
  - With projects in Controlling, M&A, IT, HR,
  - Controlling, control-related reporting, development of budget-processes

## June 11 – ongoing **DRM Development & Restructuring Management – Owner and MD** DRM takes over Management responsibilities for companies which are in a growing or restructuring phase, mainly in the area of Finance and Organisation <u>http://www.drm.co.at/?lang=en</u> Current projects:

- ERP implementation and reorganisation of reporting in a Norwegian / German company
- CRM reorganisation (SF.com), Change to a ERP system of the new Shareholder
- Interims Finance manager with responsibility for Europe
- Due Diligence for acquisitions
- Management Consulting, Strategy Consulting, preparation of a Business Plan
- Financing; Search, approach, negotiate with potential investors
- Business Angel for Start ups

#### Nov. 08 – May 11 **RWD Technologies - CFO for EMEA** <u>http://www.rwd.com/</u>

Worldwide active US company for training, lean management and continuous improvement process, Before the sale of the product business (2010) and the restructuring process the EMAE part had a budget of 60 Mio USD with 250 employees. In the Finance and IT part we had a team of 16 employees, in 3 services centres.

Finance- and IT-responsibility of the GE, UK, F, NL, CH, A and Dubai subsidiaries Main projects:

- Restructuring of the French subsidiaries and main lines of business
- Preparation of MBO's for regional parts of the business
- Change of the EMEA Structure to a cross national organisational structure
- Implementation of a shared service center for Finance, IT and HR
- Reorganisation in accounting and cost accounting
- Buyout of RWD Technologien Austria with an MBO

Jan 03 – Okt 08 **IRM Integriertes Ressourcen Management AG – CFO** <u>http://www.irm.at/</u> IRM is a at the begin European, than worldwide acting SW company with ,Business solutions for the energy sector'; that means SW for prognosis, optimisation and trade, plus Consulting. From <5Mio  $\in$ revenue with <50 employees in 2002, the responsibility expanded to 27Mio  $\in$  and 130 employees in 2008 (incl. Berlin operations), team of 5 people

### From Jan 05 Member of Executive Board (Vorstand) / MD (after change of the legal form of IRM) My main tasks included:

- Annual closing under IFRS and UGB (local gap)
- Reporting to the group, bank, R&D furtherance organisations
- Leading the budget process
- Preparation of FC
- Liquidity planning and optimisation
- Cost accounting
- Pre- / Post- calculation of projects
- Process optimisation
- Strategy design and implementation together with the CEO
- Responsible for all administrative issues of the company
- Negotiation with the staff association and the union

Projects completed included:

- Restructuring of the subsidiaries in H and PL
- Reorganisation of the budget process
- Development of the reporting
- Establishment of cost accounting
- Stage to stage contribution calculation on project level
- Reorganisation of project planning and post calculation process
- Change Process in the companies leadership understanding
- Implementation of a performance related remuneration system
- Start of intensive use of furtherance possibilities (R&D)
- Due Diligence / negotiations with targets in A, D and BUL
- Trade Sale for VC organised (preparation, Due Diligence, negotiation)
- Negotiation of employer / works council agreement for flexible working hours

After the acquisition through OpenLink (a NY based – SW company; <u>www.olf.com</u>)

- Resumed financial responsibility of OpenLink Berlin
  - Reorganisation of accounting and reporting
- Changed the legal form of the company (AG to GmbH)

### April 95 – Dec 02 SCHINDLER AUFZÜGE und FAHRTREPPEN AG <u>http://www.schindler.com/</u>

Leading elevator and escalator company; in the area of CEE ~70 Mio € revenue / 800 employees; functional lead for the CEE Finance managers (6) and head office with 4 direct reports

- <u>Controller for CEE activities</u>: With major tasks in the acquisition process, Integration of new acquired companies to the group, organisation of the local finance management, Coaching of the local CFO's / Controller (budgeting, strategic planning, group closing, ..), variance analysis / action plans, process analysis / process development, restructuring of a Russian JV, .
- 97 99 parallel responsibility as <u>project manager</u> for the implementation of a mid-range ERP solution in all CEE subsidiaries (TCH, SK, H, PL, ROM, TK)

- From June 98 <u>Manager of CEE Controlling</u> (four controllers) and <u>Area Controller</u>, i.e. reporting to the group CFO, functional responsibility for the CEE finance departments, incl. recruiting for local CFO's / Controller, participation in the development of group reporting / group transfer pricing concept / group treasury concept.
  - o Focus: Change to IFRS reporting (per 99), automation of reporting, coordination of 'turn around projects', Implementation of a high inflation reporting (€) in Turkey, acceleration of subcontractors, strategy 'further expansion CEE' / 're-entry into the Russian market'.
- From 99 also in the Executive Board and Supervisory Board of different group companies (MD Schindler Romania, MD SCHINAC Verwaltungs- AG, MD in Beteiligungs- GmbH, supervisory board / share holder delegate in some subsidiaries.
- 2002: Special group projects
  - **Reorganisation of different Group activities** in Slovenia, Croatia, Serbia und Bosnia.
  - Implementation of **group receivable management** in Europe and Middle East.
- Group language English

Nov 93 – March 95 **VEITSCH – RADEX AG (today RHI)** <u>Sales - Controller</u>: <u>http://www.rhi.at/</u> Worldwide leading refratories company

- reporting, budgeting
- reconciliation of different systems in the post merger period (Veitsch / Radex)
- Process reorganisation and project coordination in an MIS implementation.

| Nov 89 – Okt 93 | JANOVSKY (Office organisation) responsible for accounting, marketing and IT. |
|-----------------|--|
| Feb 89 – Oct 89 | PLANCONSULT as a freelancer for consulting projects.                         |

### **Education and further Qualifications:**

- 2012 Certification as CERTIFIED SUPERVISORY EXPERT (CSE)
- 2012 incite Supervisory board
- 2010 Management Institute St. Gallen Leading Strategy
- 2008 RWD -Project Management
- 2004 Infoteam Winning complex sales
- 2000 IMD Lausanne 'Leading Strategy Implementation'
- 1999 **IMD Lausanne** 'Change Leader'
- 1996 Schindler Leadership

1982 – 1989 Business University Vienna – Economics
Special fields: Marketing, Controlling, IT
During that time various part-time jobs as a technician, salesman, tour guide (Asia) and consultant

1969 - 1982 Primary School and technical College for mechanical engineering (HTL) in St. Pölten.

### **General Information:**

Born on Feb. 8th 1963 in St. Pölten, Austrian citizenship Languages: **German** (mother tong), **English** (fluent) SW: MS Office, SAP, Salesforce.com, openERP

Hannes Höhmüller