

## Interim Manager Profile

Michael Hengstmann

### Executive Interim Partners GmbH

Residenzstraße 29  
Preysing Palais  
D-8033 Munich

Tel.: +49 (89) 52 79 79 - 15  
Fax: +49 (89) 52 79 79 - 01

[www.executive-interim-partners.de](http://www.executive-interim-partners.de)

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No information contained herein may be passed on to third parties. It is imperative that our clients do not check references without our specific authorisation.

**Personal Data**

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|---------------|---|
| Name          | <b>Michael Hengstmann</b>                                     |
| Date of birth | <b>1964</b>   |
| Nationality   | <b>German</b>   |
| Diploma       | <b>Master degree in Science of Management with Excellence</b> |
| Residence     | <b>Grünwald</b>   |

**Professional Background (overview)**

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|---------------------------|---|
| <b>Since 10/2005</b>      | <b>Partner / Managing Director</b> (Executive Interim Partners GmbH, Munich-Grünwald)<br>Interim Management   |
| <b>Since 10/2007</b>      | <b>Managing Partner</b> (MCH Management Capital Holding AG, Munich)<br>Private Equity   |
| <b>08/2005 to 09/2007</b> | <b>International Partner</b> (AlixPartners GmbH, Munich)<br>Interim Management/ Management Consulting   |
| <b>03/2002 to 01/2005</b> | <b>International Partner</b> (One Equity Partners Europe GmbH, Frankfurt a.M.)<br>Private Equity  |
| <b>04/1996 to 02/2002</b> | <b>Last position: International Partner / Managing Director</b> (L.E.K. Consulting GmbH,<br>Munich)<br>Consulting Services/ Interim Management                                |
| <b>09/1992 to 03/1996</b> | <b>Last position: Senior Consultant / Project Manager</b> (Arthur Andersen Business<br>Consulting, Frankfurt, Kuwait-City, Kuwait)<br>Consulting Services/ Interim Management |
| <b>10/1990 to 12/1990</b> | <b>Trainee / Project Management Assistant</b> (Bank of Boston, Boston, USA)<br>Bank   |
| <b>10/1986 to 09/1990</b> | <b>Assistant Sales Manager (part and full time)</b> (Rhein-Schelde Handelsgesellschaft /<br>F.P.M. Mostert KG, Neuss)<br>International Wholesale                              |

## Professional Background (details)

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Since 02/2005

**Executive Interim Partners GmbH, Munich-Grünwald, Germany**  
Interim Management

### **Partner / Managing Director**

Founding Partner of Executive Interim Partners, an network of interim managers firm providing executive interim management for special situations

- Acted as Chief Restructuring Officer and Chief Executive Officer for manufacturer of cables and wires (350 employees)
- Acted as Chief Restructuring Officer and Chief Executive Officer for a Private Equity owned Eastern European manufacturing company (750 employees)
- Acted as Chief Restructuring Officer and Chief Executive Officer for engineering services business (350 employees) of leading European aerospace conglomerate
- Acted as Chief Executive Officer for private equity owned publishing holding to improve profitability and prepare for exit of companies

Since 10/2007

**MCH Management Capital Holding AG, Munich, Germany**  
Private Equity

### **Managing Partner**

Co-founding Partner and Board Member of Management Capital Holding, a private equity firm providing capital from family offices and high net-worth individuals for Management Buy-outs

- Led five buy-outs of German, Austrian and Polish publishing companies, as part of a buy-and-build concept
- Led successful exits of investments, including LPV Media Group
- Acted as Chairman of the Supervisory Board of portfolio companies

08/2005 to 09/2007

**AlixPartners GmbH, Munich, Germany**  
Interim Management/ Management Consulting

### **International Partner**

Participated in MBO with Hellman & Friedman, supported development of German practice (60 consultants) and acted as representative for Questor fund (US fund: 1.2 billion USD committed capital) in Europe

- Led turnaround and prepared exit of private equity owned manufacturing company with sales of 180 million EUR and 1,400 employees as interim manager and advisor
- Acted as Chief Restructuring Officer for leading automotive supplier with sales of 380 million EUR and 2.450 employees to prepare for and exit from Chapter 11 process
- Co-led interim management and consulting project for procurement and purchasing department of German branded consumer and technology goods company with sales of 12 billion EUR and 50.000 employees
- Led consulting and interim management project for international automotive supplier with sales of 460 million EUR and 2.200 employees in restructuring initiative and prepared divestment of business unit
- Led consulting and interim management assignment for automotive division with sales of 1 billion of European aluminum producer, supporting restructuring initiatives in different European location to reduce costs, optimize procurement office, improve profitability and reduce working capital

03/2002 to 01/2005

**One Equity Partners Europe GmbH, Frankfurt a.M., Germany**

Private Equity

**International Partner**

Supported the establishment and development of European private equity business (13 employees) and the management of USD 3.5 bn. of commitments for US based bank with 20 partners worldwide

- Developed and implemented acquisition strategies and concepts with companies from different industries (including Howaldtswerke-Deutsche Werft/ HDW)
- Supervised due diligence processes (financial, tax, legal, commercial, environmental) with internal team and external advisors in Germany, USA, South Africa and France
- Negotiated with shareholders and management teams in German and English language
- Negotiated with debt financing banks in Germany and abroad
- Member of Partner Investment Committee of One Equity Partner and its US portfolio company Polaroid

04/1996 to 02/2002

**L.E.K. Consulting GmbH, Munich, Germany**

Consulting Services/ Interim Management

**Last position: International Partner/ Managing Director**

05/1998 to 02/2002 International Partner, L.E.K. Partnership LLC

05/1997 to 02/2002 Managing Director, L.E.K. Consulting GmbH

04/1996 to 04/1997 Manager

Partner and Managing Director for the German office (35 employees), resulting in turnaround of profit situation, increased sales by 35% p.a. (85% increase of domestic revenues in 2001) and acquisition of new clients

Responsible partner for managing consulting and interim management assignments for clients in Germany, USA, Europe and Asia, resulting in increased value and profits for clients, e.g.

- Provided interim management and advisory services to direct marketing corporation with sales of EUR 280 m. EUR and 2.800 employees to manage growth and to prepare sale to financial and strategic buyers
- Interim manager and advisor for turnaround of German theme park and preparation of sale
- Interim manager and advisor for World Exposition EXPO 2000 in Hannover
- Led project for turnaround of private equity owned automotive supplier with sales of EUR 80 m.
- Led Post Merger Integration process for German/ US automotive manufacturer in Germany and the US
- Led project for German airline to develop, build-up and carve-out new business units in cargo unit
- Advised M&A transactions of leading private equity firms from due diligence to exit preparation

09/1992 to 03/1996

**Arthur Andersen Business Consulting, Frankfurt, Kuwait-City, Kuwait**  
Consulting Services/ Interim Management

**Last position: Senior Consultant / Project Manager**

11/1994 to 03/1996 Senior Consultant / Project Manager

10/1993 to 10/1994 Semi Senior Consultant

09/1992 to 09/1993 Senior Assistant Consultant

Supported development of Arthur Andersen's German consulting practice (from 35 to 120 employees in 1996)

Responsible manager for major projects with German and international customers, resulting in increased profits, efficiency and reduced costs:

- Acted as interim manager and advisor in cross-functional task force for leading US electronic power tool manufacturer with sales of 225 million EUR to expand business to German market
- Acted as interim manager and led major process re-engineering project in finance and accounting department for an oil and petroleum company with sales of EUR 8 bn. based in Kuwait
- Restructured organization and facilitated implementation for German technology and chemical conglomerate

10/1990 to 12/1990

**Bank of Boston, Boston, USA**  
Bank

**Internship / Project Management Assistant**

Identified and analysed US subsidiaries of potential European customers in major project to restructure the bank's customer portfolio

10/1986 to 09/1990

**Rhein-Schelde Handelsgesellschaft / F.P. Mostert KG, Neuss**  
Wholesale

**Assistant Sales Manager (part and full time)**

- Negotiated sales of commodities to national and international textile manufactures for medium-sized and family-owned wholesale company (Sales 1990: EUR 50 m.)
- Supported the restructuring and turnaround process of the company
- Managed risks (hedging) of commodities and international currencies
- Participated in corporate trainee program with external partners (e.g. HSBC Trinkaus & Burkhardt, German Cotton Exchange Bremen)

## Education and Training

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|                    |   |
|--------------------|---|
| 08/1991 to 08/1992 | Master Degree in Science of Management with Excellence (MSM)<br>Hult International Business School, Cambridge (USA)<br><br>Supported projects for market entrance strategy and restructuring for consulting firm Arthur D. Little             |
| 10/1986 to 07/1990 | Bachelors Degree (BA) in Business Administration<br>University of Duisburg (D)<br><br>Undergraduate and graduate studies to qualify for Master's program (MBA) in the USA<br><br>Graduate level: Focus on International Management and Retail |

## Languages

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|         |                 |
|---------|-----------------|
| English | Business fluent |
| French  | Basic           |
| German  | Native tongue   |

## IT Skills

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Programming (e.g. DML, PASCAL, BASIC) and all major applications (e.g. MS-Office, Macintosh/ Apple, SPSS, Paradox, Superbase)

## Key Expertise

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Interim management, restructuring, turnarounds, general management, M&A / carve out/ PMI, project management