

D'AGOSTINO

FINANCE INTERIM MANAGEMENT

Empathic leadership
Pragmatic execution
International focus

Executive Summary



- Unique combination of Interim Management, permanent positions in Management roles, Consulting and Audit (>17 years of professional and leadership experience)
- Leading roles as member of an Executive Management team, Commercial Head, Head of Finance at publicly listed international Groups, medium-sized companies, Start-up and Private Equity environment
- Succeeded numerous international projects to optimize finance organisations and processes focusing on Accounting, Reporting and Controlling
- Strong expertise in Accounting and Closing in accordance with IFRS and German GAAP (individual financial statements as well as consolidated financial statements)
- International focus shaped by daily working in an international environment as well as a perennial international assignment to the United States of America (New York City)

Consulting philosophy: Listening – Understand – Act

Listening is the key success factor – the experts are already in your company. The employees represent the most important capital for your project & business success.

Based on a commonly developed understanding of the initial situation, I develop perfectly tailored solutions together with the team. As „conductor of the orchestra“ I break down silos, I encourage and demand the employees according to their individual skills.

A pragmatic execution drives my actions during the project realisation. Changes often fail due to the fear of the employees. By active involvement of the relevant persons, existing reservations disappear and they become an active part of the transformation. Based on my international experience, I bring a „breath of fresh air“ into the organisation and inspire to new ways of thinking. Combined with honest communication and together with the team, I create a perceptible added value for the finance organisation.



Project examples

Project 1 – Automotive (Service provider, Tier 1)

Design of a finance organisation (SSC)

- Implemented a finance SSC (7 entities)
- Set up a finance team (9 employees)
- Defined transactional & closing processes
- Insolvency monitoring (Financial status)
- Financial statements (IFRS and local GAAP)
- Working Capital management

Project 2 – Food industry (MDAX)

Post-Merger integration of a globally acting producer of pet food

- Prepared the IFRS Opening Balance (incl. PPA)
- Reduced the closing timeline from 10 to 5 working days
- Harmonized processes for the closing and the Management Reporting (e.g. introduced IFRS and Oracle HFM)
- Prepared and conducted trainings globally



Project 3 – Tank storage (Infrastructure/Chemistry)

Development & Digitalisation of a finance function

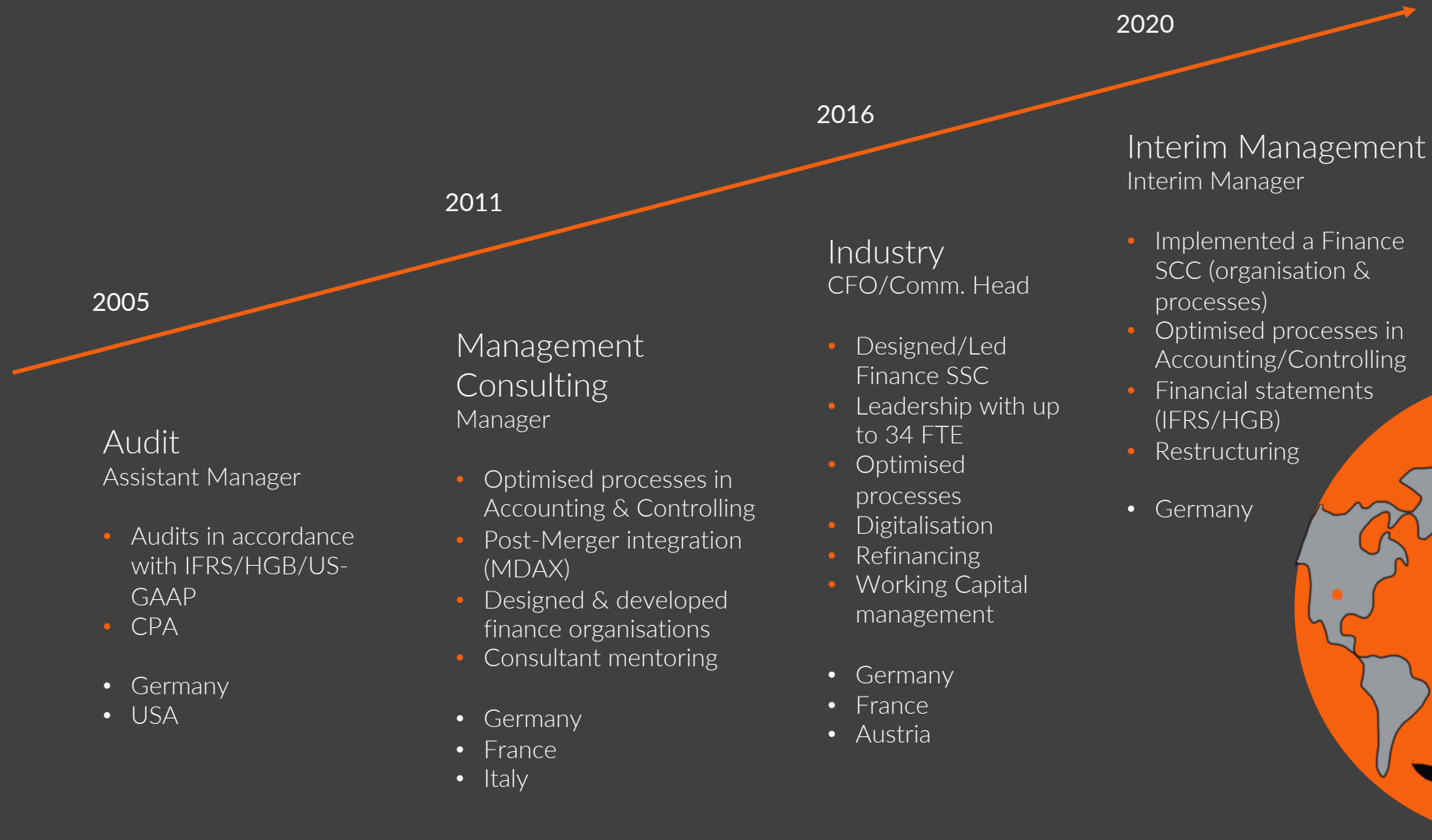
- Defined & implemented a strategy for the finance function
- Optimised & automated the Management Reporting incl. an integrated Planning/Budgeting
- Digitalised the „Purchase-to-Pay“ process
- Managed a Refinancing with a total volume of €275 million

Project 4 – Automotive (OEM, DAX)

Fast Close – Reduced timeline for preparation of the IFRS consolidated financial statements

- Reduced the timeline from 40 to 29 working days (Year-end) and from 20 to 15 working days (Quarterly)
- Implemented a standardised Intercompany reconciliation process (incl. a guideline)
- Global project management

International career



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I look forward to working with you!



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Backup



BACKGROUND – PROJECT SELECTION (1/2)

08/2022 - present, Muenster

Interim consultation of the Group CFO – Finance transformation

Europe-wide acting Group in the energy industry (gases, power supply, gas stations); Group revenue approx. €1.9 billion with approx. 1.800 FTE in Europe.

Staff responsibility: none
Reporting line: Group CFO

Tasks

- ❖ Design and implementation of a Finance transformation roadmap to increase efficiency, effectiveness and transparency
- ❖ Stronger integration between Accounting, Controlling Taxes and Treasury
- ❖ Focus on data quality, process improvements and digitalization/automation

Achievements

- ❖ First improvement potentials identified and measures recommended
- ❖ Preparation of a Finance transformation roadmap in progress

09/2021 - present, Duesseldorf

Interim Manager Audit – Deloitte GmbH

Leading Auditing and Consulting firm in Germany; revenue approx. €1.1 billion with approx. 5.800 FTE in Germany.

Tasks

- ❖ Planning and execution of financial statement audits (Group and individual) in accordance with IFRS and German GAAP (as part of my preparation for the German CPA exam)
- ❖ Coaching of team members

01/2020 – 10/2021, Ruesselsheim

Interim Head of Finance

International provider of engineering services with focus on Automotive; revenue of €110,0 million with approx. 800 FTE (in Germany).

Staff responsibility: 9 FTE
Reporting line: CFO Germany

Tasks

- ❖ Design of a Finance Shared Service Center
- ❖ Insolvency monitoring (Financial status and planning/forecast)
- ❖ Preparation of financial statements in accordance with IFRS and German GAAP
- ❖ Working Capital & Liquidity Management
- ❖ Management Reporting & ad hoc reports

Achievements

- ❖ Designed & implemented a Finance SSC rendering services to 7 German entities
- ❖ Financial statements (German GAAP & IFRS)
- ❖ Introduced an insolvency reporting
- ❖ Defined & executed restructuring measures
- ❖ Liquidity protection during Corona-pandemic
- ❖ Designed and implemented finance processes

BACKGROUND – PROJECT SELECTION (2/2)

05/2015 - 12/2015, Wiesbaden

Project Manager – Fast Close (MDAX)

Europe's largest producer of forklift trucks and global leader of automated warehouse systems; Group revenue approx. €8.3 billion with approx. 36.000 FTE globally.

Staff responsibility: 10 FTE

Reporting line: Project Partner and client's Project Manager

Tasks

- ❖ Reduction of Closing timeline from 7 to 4 working days for IFRS Group Reporting purposes

Achievements

- ❖ Design and implementation of a standardized Closing process at 96 globally acting entities (production, distribution and financing)
- ❖ Refined process for the Intercompany reconciliation (incl. a newly prepared Intercompany guideline)

06/2014 - 10/2014, Holzminden

Project Manager – Post-Merger integration (MDAX)

Listed international manufacturer of fragrances and flavours; Group revenue approx. €3.5 billion with approx. 10.600 FTE globally.

Staff responsibility: 15 FTE

Reporting line: Project Partner and client's Project Manager

Tasks

- ❖ Integration of the finance function of the acquired Group (Post-Merger integration)

Achievements

- ❖ Reduction of the Closing timeline from 10 to 5 working days at 41 globally acting entities
- ❖ Introduction of IFRS and revision of the global IFRS accounting manual
- ❖ Design and implementation of a new Reporting process and Reporting package (IFRS)

01/2013 - 10/2013, Stuttgart

Project Manager – Fast Close (DAX)

Global vehicle manufacturer; Group revenue approx. €154.3 billion with approx. 288.000 FTE globally.

Staff responsibility: 5 FTE

Reporting line: Project Partner and client's Project Manager

Tasks

- ❖ Reduction of Closing timeline from 20 to 15 working days (Quarterly Closing) and from 40 to 29 working days (Year-end Closing)

Achievements

- ❖ Reduction of the Closing timeline at more than 450 globally acting entities (production, distribution, financing)
- ❖ Implementation of a standardized Intercompany reconciliation process

BACKGROUND – PERMANENT POSITIONS (1/2)

08/2019 - 12/2019, Burtenbach

Commercial Head – Kögel Trailer GmbH

European manufacturer of trailers; Group revenue approx. €450.5 million with approx. 1.000 FTE.

Staff responsibility: 34 FTE

Reporting line: Group CEO/CFO

Tasks

- ❖ Responsible for Controlling, Accounting, Financing and internal Sales department
- ❖ Preparation and foundation of affiliated entities across Europe
- ❖ Consolidated financial statements in accordance with German GAAP
- ❖ Working Capital and liquidity management

Achievements

- ❖ Establishment of a group-wide liquidity management
- ❖ Working Capital reduction by approx. 20 %
- ❖ First-time preparation of consolidated financial statements in accordance with German GAAP

11/2017 - 06/2019, Duesseldorf

Commercial Head – JSA Germany GmbH

Shared Service Center for European operating entities (Specialty steels wholesaler); Group revenue approx. €1.4 billion with approx. 2.800 FTE globally.

Staff responsibility: 20 FTE

Reporting line: CFO Germany

Tasks

- ❖ Lead and develop an SSC Accounting, Reporting, Controlling and HR
- ❖ Responsible for Division Controlling (32 entities with revenue of approx. €900 million)
- ❖ Consolidated financial statements in accordance with IFRS and German GAAP
- ❖ Working Capital management

Achievements

- ❖ Designed and implemented an SSC (Accounting, Reporting, Controlling, HR, IT)
- ❖ Implemented IFRS 16 (Leases)
- ❖ Automated the Management Reporting for local management

03/2016 - 10/2017, Duisburg

Head of Finance/CFO – TanQuid GmbH & Co. KG (PE-backed)

European tank storage provider; Group revenue approx. €90 million with approx. 320 FTE.

Staff responsibility: 10 FTE

Reporting line: Group CEO

Tasks

- ❖ Strategic and organizational development as member of the Executive Management team
- ❖ Optimization of Accounting & Controlling processes
- ❖ Consolidated financial statements in accordance with IFRS and German GAAP

Achievements

- ❖ Managed a refinancing of €275 million
- ❖ Designed and introduced an automated Management Reporting
- ❖ Optimized the Chart of accounts and prepared an IFRS accounting manual
- ❖ Implemented IFRS 15 (Revenue from contracts with customers)
- ❖ Implemented an automated workflow for incoming invoices

BACKGROUND – PERMANENT POSITIONS (2/2)

02/2011 - 01/2016, Duesseldorf

Manager – Deloitte Consulting GmbH

Management and Process Consulting; revenue approx. €676.1 million with approx. 2.600 FTE in Germany.

Staff responsibility: up to 15 FTE

Reporting line: Project Partner

Tasks

- ❖ Management of national and international projects focusing on process optimization in finance functions
- ❖ Product development (e.g.. electronic accounting manual, IFRS reference Chart of accounts)
- ❖ Development and mentoring of Consultants
- ❖ National key contact for Accounting-related topics (within the Consulting practice)

Achievements

- ❖ Post-Merger integration at a Group listed In MDAX
- ❖ Reduction of Closing timeline (Fast Close) at several listed international Groups (DAX & MDAX)
- ❖ Chart of accounts harmonisation and preparation of accounting manuals in accordance with IFRS and German GAAP

04/2005 - 09/2010, Munich & New York City

Assistant Manager – KPMG AG & KPMG LLP German Practice

Auditing and Consulting firm; revenue approx. €1.8 billion with approx. 12.200 FTE in Germany.

Staff responsibility: none

Reporting line: Project Manager

Tasks

- ❖ Planning and performance of Audits and Reviews in accordance with German GAAP, IFRS, and US GAAP
- ❖ Perennial assignment to the United States of America (New York City)

Achievements

- ❖ Passed the American CPA exam

EDUCATION

04/2021 – present, Duesseldorf
Board of Accountancy, Duesseldorf

German CPA exam (written and oral examination) until 2023

08/2010 – 11/2010, Munich
Board of Accountancy, Munich

German CPA exam (written and oral examination)

04/2009 – 11/2009, New York City
Certified Public Accountant (CPA) – New Hampshire Board of Accountancy, Concord, USA

US Certified Public Accountant

04/2000 – 03/2005, Wuerzburg
Studies of Business Administration – Julius Maximilians University

Majors

- ❖ Auditing and Accounting
- ❖ Business Taxation
- ❖ Business Law

Diplom-Kaufmann (diploma; equivalent to master's degree in Business Administration)

09/1997 – 06/1999, Kassel
2-year traineeship according to the German Vocational Training Act – Petzing & Hartmann GmbH & Co. KG

Manufacturer of band saws

Passed the examination at the Chamber of Industry and Commerce in Kassel