

BERND WEINEL

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CURRICULUM VITAE



Profile

- ▶ Experienced CFO, Finance Director, Director Controlling & Director M&A
- ▶ Expert in the areas Finance, Controlling, M&A and Restructuring
- ▶ The specialist for outstanding assignments in Finance, Controlling & M&A
- ▶ Certified Restructuring and Reorganization Consultant (IFUS Institute, Heidelberg/Germany)

Positions

Mandates as Interim Manager

Since 04/2022

International Group in the area of medicine

The company is the market leader in the field of stem cell therapy and is active with 9 companies in 6 countries. More than 100,00 patients have been supported in their fight against cancer so far. 1,100 employees generate sales of approximately € 120 m.

Project Leader Creation of a new Group structure

- Analysis of the existing business structure
- Development of a concept for a Group structure 2030
- Creation of a project plan for the implementation of the project
- Spin-off of largest business unit and holding company
- Implementation of the new Group structure with close involvement of management
- Creation of new financing concept for the Indian subsidiary

Achievements:

- Rapid analysis of the initial situation
- Development of pragmatic constructive solution proposals for the organizational structure
- Successful integration of all stakeholders

08/2021-03/2022

International company in the field of construction logistics and rental of construction machinery.

The recently acquired subsidiary of a Dutch company (€1.2 billion in sales) is a full-service provider for construction logistics, construction site equipment, construction site infrastructure and container rental. With 190 employees, the company generates sales of approximately €45 million.

Interim Commercial Director

- Management of the Finance & Controlling department
- Integration of financial accounting into the share service center in the Netherlands
- Supervision and expansion of project controlling
- Planning and execution of the annual financial statements
- Contact person for lawyers, tax consultants and auditors

Achievements:

- Ensuring a swift transition of financial accounting to the shared service center with simultaneous mutually agreed staff reductions
- Expansion of project controlling to business partnering with timely analysis of important projects and development of suggestions for improvement

01/2019 – 07/2021

International company in the area of media (music-label)

The company markets music productions of international artists for a specific genre. In this market segment, the company is market leader with an annual revenue of € 30 m and 120 employees in Germany and the US.

Interim Finance Director (CFO)

- Post-merger integration
- Implementation of reporting, budgeting & forecasting
- Business partner for the Managing Director
- Implementation of sales controlling
- Cash-flow management
- Monthly sales and profit analysis

Achievements:

- Fast financial integration into new parent company
- Fast preparation of annual accounts and consolidation
- Implementation of budgeting and reporting
- Strategic analyses to identify earnings potential
- Formulation of a 5-year-strategy together with the Managing Director for the group
- Creation of a restructuring concept for the subsidiary in the USA including avoidance of a write-down in the amount of € 5 million
- Establishment of a strong and motivated finance team

02/2015 – 12/2018

International Manufacturer and Sales Organization for Medical Devices

The company is world leader for wound therapy with total sales of \$ 1.5 bn and € 65 m & 150 employees in Germany & Austria.

Interim Director Financial Planning & Analysis Germany & Austria

- Budgeting, forecasting and reporting
- Monthly revenue and profit analysis
- Monitoring of sales management via business reviews together with the local General Managers
- Business partnering with the local General Managers and preparation of business reviews with the European Management and the Senior Leadership Team in the US
- Preparation of restructuring plan for sales team
- Preparation of market analysis and evaluation of market potential together with the Marketing Team

Achievements:

- Support of local management for the successful turnaround
- Creating a winning team for the Finance Area
- Implementation of a multi-dimensional cube reporting system for the sales controlling

11/2013 – 01/2015

Start-up Company in the Area of Organic Light-emitting Diodes (OLED's)

The company is world market leader in the area of the chemical base material for screens of the next generation for mobile phones, tablets & tv's with 120 employees.

Interim CFO

- Building a business plan based on the business model and external market analysis
- Development of Finance and Accounting Department (building up accounting in-house, reporting according to German and International GAAP, cash management)
- Implementation of controlling systems
- Business partnering with the management and the General Managers
- Sealing with lawyers, auditors, tax advisors and investors

Achievements:

- support for acquisition of investors through persuasive business plans
- Swift implementation of reporting and controlling systems
- Securing planning and reporting

10/2012 – 10/2013

M&A Consultancy for small and medium-sized Businesses

The company has predominantly mandates on the sell-side and organizes M&A Processes for company in special situations (succession, insolvency, spin-off's etc.) with 10 employees.

Interim Managing Director

- Acquisition of new clients
- Project management for sell and buy-side mandates
- Creation of information memorandum
- Research and selection of prospective buyers
- support of clients in negotiations

Achievements:

- Leading several projects
- Creation of high interest with potential buyers

Permanent Positions (1991-2012)

10/2003 – 09/2012

Brady GmbH, Egelsbach, Germany

Brady is a manufacturer of signs, labels and safety products and markets them also via e-commerce. The NYSE-listed company generates worldwide a revenue of \$ 1.3 bn. In Germany, Austria & Switzerland Brady achieves \$ 65 m revenue with 300 employees.

Finance Director DACH (2003-2007)

- Leading Finance & Controlling (20 employees)
- Budgeting, business analysis, balanced scorecard and strategy
- Monthly, quarterly and year-end reporting according to international standards and German GAAP
- Integration of acquired businesses
- Restructuring of businesses
- Dealing with lawyers, auditors, tax advisors and banks
- Business partner of management

Achievements:

- Consolidation of three finance departments into a shared service center and yet improving quality and efficiency
- Profit improvement of € 360 k p.a. by changing payment terms for customers
- Developing finance from “scorekeeping“ to “business-partnering“
- Building a strong finance team through development and hiring new talent
- Successful implementation of internal control system according to the Sarbanes-Oxley Act (no deficiencies in audits 2004 to 2006)
- Two President Value Awards 2007 for Outstanding Performance and Inspirational Leadership

Director Business Development (2007-2012)

- Project management
- Development of a strategy for expansion into adjacent business spaces (including e-commerce)
- Identification, analysis and contact of potential acquisition targets
- Company valuation
- Leading and planning of due diligences
- Preparation of documents/presentation for Brady’s Leadership Team and the Board of Directors in the US
- Preparation and negotiation of contracts
- Divestitures

Achievements:

- Leading and execution of 15 acquisition projects up to the decision of the leadership team or the Board of Directors
- Closing of several successful acquisitions and divestitures
- Divestiture (asset-deal) instead of shut-down of a business-unit (€ 3.3 m profit improvement, sales price € 0.8 m vs. € 2.5 m shut-down costs)
- Reduction of purchase price by € 600 k of an acquisition through smart negotiation

07/2000 – 09/2003

Ceotronics AG, Rödermark, Germany

Ceotronics AG manufactures and distributes communication solutions for professional applications (public authorities, industrial companies). 150 employees generate € 15 m worldwide (8 legal entities).

CFO and Member of the Management Board for Finance, HR & Legal

- Leading the entire finance and HR organization for the group
- Consolidation of group accounts and communication with capital markets
- Preparation and execution of a restructuring concept
- Controlling (business planning and analysis)
- Controlling (cost and revenue management, analysis of weak points)
- Responsible for legal affairs, taxes, audit and relationship to banks
- Cash management

Achievements:

- Significant savings and turn-around within the scope of a restructuring concept
- Acquisition of a business unit from a competitor in the US
- Successful search of new banks in a difficult environment, new banks providing new credit lines of € 1 m
- Lifting hidden reserves in the Balance Sheet of € 1 m
- Winning of new talent for the company

04/1996 – 06/2000

Masco GmbH (European Headquarter of Masco Corp.), Sandhausen, Germany

Masco is a holding company in the areas of sanitary and kitchen cabinets with a revenue of \$ 7.5 m and 30,000 employees worldwide.

Controller/Group Controller

- Post-merger integration of acquired businesses
- Implementation of monthly, quarterly and annual reporting for several entities in Europe according to US-GAAP and local GAAP
- Mergers & acquisitions (analysis of targets, due diligences, negotiations)
- Business partnering with local General Managers
- Responsible for legal affairs, taxes, audit and relationship to banks
- Preparation of budgets and forecasts
- Functional manager of division controller

Achievements:

- Several successful acquisitions abroad
- Fast integration of newly acquired companies into the group
- Implementation of "fast-close" on 3rd US Working Day
- Lifting hidden reserves in an acquisition worth € 1.1 m

14/1994 – 03/1996

Bakelite Ibérica S.A., San Sebastián, Spain

Bakelite Ibérica S.A. was a subsidiary of Rütgers AG and manufactured phenolic and epoxy resins and distributed them in the Iberian Peninsula and France. With 60 employees, it generated sales of € 25 m.

Controller

- Reporting according to German and Spanish GAAP
- Preparing budgets and forecasts
- Company valuation of several projects in Spain
- Current analysis of business
- Preparation of restructuring projects
- Responsible for legal affairs, taxes, audit and relationship to banks in Spain
- Representation of local General Manager in Spain during his absence

- Achievements:**
- Successful execution of restructuring concept of the Spanish Branch
 - Saving of € 800 k of capital expenditure through take-over of used installations from another group company
 - Divestiture of Portuguese Branch Urpol Ltda., Porto, Portugal

04/1991 – 12/1993

Rütgers AG, Frankfurt am Main, Germany

Rütgers was a holding company active in the manufacturing and distribution of chemical products, in particular phenolic and epoxy resins. With approx. 5,000 employees worldwide, it achieved sales of approx. €2.5 billion.

Business Analyst

- Ongoing results analysis of several business units from the Plastics and Automotive division in Germany and abroad
- Business management support for these business units
- Analysis and preparation of restructuring concepts
- Operational and site comparisons
- Preparation of meeting documents for the management board

- Achievements:**
- Rapid familiarization and independent takeover of projects
 - Successful support of several restructuring concepts

Continuing Education

- 2020 – 2021** Certificate course in restructuring and reorganization consulting, IFUS Institute, Heidelberg, degree "Certified Restructuring and Reorganization Consultant"
- 2004 – 2005** Participation at Brady's Future Leadership Forum with the topics: leadership, personnel selection, negotiation techniques & globalization in Europe, America & Africa
- 2003 – 2008** Several courses in strategy and mergers & acquisitions at Ashridge Business School and London Business School, United Kingdom

Education

Studies of Business Administration at the Johann Wolfgang Goethe University, Frankfurt am Main, Germany
Focus on accounting, controlling and finance
Academic Degree: **Diplom-Kaufmann (similar to MBA), grade 1.8 (Top 10%)**
Basic military service German Air Force
Grammar School, Hanau am Main, Germany, **A-levels grade: 1.7 (Top 10%)**

Other Skills

Languages

- German (mother tongue)
- English (fluent, Cambridge Certificates Higher & Vantage grade „A“)
- Spanish (fluent)

IT

- MS-Excel, very good (including advanced skills such as Pivot, Power-Pivot, Power Query)
- MS-Power Point, very good
- MS-Access
- MS-Word,
- SAP R/3
- Oracle
- SAGE
- Hyperion