

**Prof. Dr. Utz Claassen**



**“Most Innovative Entrepreneur International 2016”, Innovation Award of the German Economy – THE WORLD’S FIRST INNOVATION AWARD® , Patronage of EU Commissioner Digital Economy & Society**

**Founder, Main Shareholder and Chairman of Syntellix AG, Hanover**

**Co-Founder / Shareholder of Rulebreaker Management GmbH, Hanover**

**Senior Advisor, Cerberus European Investments LLC., New York/USA**

**Actively teaching Honorary Professor at the Gottfried Wilhelm Leibniz University of Hanover, Institute of Controlling, and Ambassador of the Leibniz University, Hanover**

**Member of the Board (“Consejero”) and Shareholder of Real Club Deportivo Mallorca S.A.D. (“Real Mallorca”), Palma de Mallorca/Spain**

**Previously, CEO of EnBW Energie Baden-Württemberg AG, Sartorius AG and Solar Millennium AG as well as CFO of SEAT, S.A.**

**Member of various Advisory Boards (incl. Deutsche Bank and Deloitte)**

**Awardee of various national and international orders, distinctions and decorations**

**Approximately 100 publications (4 of which being books that have reached and appeared in German top 10 bestseller lists) as well as countless lectures and speeches at home and abroad**

Utz Claassen (born on the 7<sup>th</sup> of May, 1963, in Hanover) is a top manager, management consultant, entrepreneur, investor, scientist, publicist and author with widespread international experience. As the only German manager of his generation, he was responsible for and succeeded in three major, large-scale corporate restructuring and turnaround processes. Jeremy Rifkin, Founder and President of the Foundation on Economic Trends in Washington, D.C., called Claassen *one of the leading managers of the German economy*, and Helmut Maucher, the Honorary President of Nestlé AG, even described Claassen as one of *“the most successful and courageous managers of our time”*. At the age of 22, Utz Claassen received his “Diplom” (equivalent of a master’s degree) in economics from the University of Hanover, with the best result in the faculty’s history. After that, he became the first German in the almost 800 years of Oxford’s university history to be President of the postgraduates of Magdalen College and President of all postgraduates of the University of Oxford at the same time. A few days after his 31<sup>st</sup> birthday, Claassen was appointed Executive Vice President Finance of SEAT and thus became the youngest brand vice president in the Volkswagen Group’s history. At the age of 39, he became CEO of one of the largest German utility corporations. Also in 2003, he was honored as Germany’s first “Knowledge Manager of the Year”. Claassen is the only manager and entrepreneur who has been successful in all three size categories of the “Innovation Award of the German Economy – The World’s First Innovation Award®”. Besides that, Claassen was the first German worldwide who acquired the majority of the shares of a professional soccer club. He speaks fluent English and Spanish, and he has worked for companies and held positions in three continents. In April 2016, Utz Claassen received from the hands of EU Commissioner Günther Oettinger the award as “Most Innovative Entrepreneur International 2016”, two year’s after Amazon’s Jeff Bezos was honored as “Most Innovative CEO International” by the same organizers.

As early as June 1981, Utz Claassen had become known to a multimillion television audience after he had been invited into one of Germany’s most popular nationwide Saturday evening TV shows, based on his unique high school / A level performance. Ever since, he has been highly present in the media, also through many TV appearances in various countries, with contributions on economics, politics, culture, and sports. German business papers Handelsblatt and Financial Times Deutschland called him a *„high flyer”*, for the highly respected Sunday paper Frankfurter Allgemeine Sonntagszeitung he was *„the energy giant”*, Manager Magazin portrayed him as *Germany’s toughest restructurer*, Welt am Sonntag saw him as one of *“the toughest managers in Germany”*, and one of *„the most talented managers of the country”*. The intellectual weekly paper Die Zeit called him *„man without limits”*, the French paper Les Echos described him as a real *„star of the economy right of the river Rhine”*. Frankfurter Rundschau wrote about Claassen: *„He is more intelligent than most managers may dream of.”* BILD, the paper with the widest circulation in Europe, called him *„A role model”*, and the Atlantic Times stated: *„Utz Claassen is Germany’s wunderkind”*. The Asia Pacific Times wrote about Claassen: *„The head of the BDI’s Innovation Strategies and Knowledge Management initiative is regarded by experts as a major innovator and guiding intellectual force in the German economy.”* The business magazine Econo called him in a front page title *„The Billion Man”*.

## Education:

- 1979 Certificate of Proficiency in English of the University of Michigan, Ann Arbor
- 1980 High-school diploma ("Abitur") in Hanover (approx. two years ahead of schedule) (numeric average grade: 0.7 [grade scale ranging from 0.7 (best) to 6.0 (worst)])
- 1981 – 1985 Economic and management studies at the University of Hanover, Germany; temporarily, additionally medical studies at the Hanover Medical School ("MHH")
- 1983 Intermediate examination in economics and management studies at the University of Hanover ("Vordiplom", roughly equivalent to bachelor's degree) (average grade: 1.0 [grade scale ranging from 1.0 (best) to 5.0 (worst)])
- 1985 Degree in Economics/Management Studies at the University of Hanover ("Diplom-Ökonom", equivalent to master's degree) (average grade: 1.0 [grade scale ranging from 1.0 (best) to 5.0 (worst)])
- 1985 – 1987 Michael Wills Scholar at Magdalen College, University of Oxford (as first economist ever); Research activities at Templeton College, The Oxford Centre for Management Studies
- 1986 – 1987 President of all post-graduate students of Magdalen College ("MCR President") and of the entire University of Oxford ("GRC President")
- 1989 Doctorate in Political Science at the University of Hanover (thesis on technology transfer within an international empirical context) (grade: 1.0 ["magna cum laude"])

## Professional Career:

- 1987 – 1989** **McKinsey & Co. Inc., Duesseldorf, Germany**  
**Management consultant (Associate/Senior Associate in project manager role)**
- Central coordination of a broad Overhead Value Analysis; development of a completely new system to prevent unnecessary and uneconomic tools and rigs as well as analysis and action plan to optimize CKD processes in the automotive area; consultancy towards a state government regarding technology transfer; "Institutional Learning" concepts.
- 1989 – 1992** **Ford of Europe, Brentwood/Essex, U.K., and Cologne, Germany**  
**Various management positions**
- Various management positions within the Ford of Europe organization with respective European responsibility, amongst others for Business Planning, Pricing Southern Europe (France, Italy, Spain, Portugal, Austria, and Switzerland), Finance Small Car Programs, and Product Cost Analysis; as responsible Fiesta controller, member of the first Ford of Europe cross-functional simultaneous engineering team; co-leader of Task Force Southern Europe resulting in substantial growth in all relevant markets, especially Italy (based on innovative "Product Plus" and "Power Plus" product and pricing strategy).
- 1992 – 1994** **Volkswagen AG, Wolfsburg, Germany**  
**Last position, Executive Director, Controlling Product Lines, and Deputy of the Executive Vice President, Controlling and Accounting, Volkswagen brand**
- Entrance into Volkswagen AG on June 16th, 1992 as Head of Functional Controlling; from December 1st, 1992, Controller Research and Development; from June 1st, 1993, Head of the newly created area Controlling Product Lines; from June 10th, 1993, Deputy of the Executive Vice President, Controlling and Accounting, Volkswagen brand; from July 1st, 1993, Executive Director, Controlling Product Lines.

Member of the “Top Management” of the Volkswagen Group; as official deputy of the Executive Vice President, Controlling and Accounting, member of the preparation committee for decisions of the Executive Board as well as various participations at meetings of the Executive Board of the Volkswagen brand; numerous supervisory board mandates, amongst others at Volkswagen Group United Kingdom Ltd., Volkswagen Bratislava, Volkswagen Bordnetze GmbH (Berlin), Volkswagen Elektrik Sistemleri (Istanbul), DAUG-Hoppecke GmbH (Brlon), Neuland GmbH (Wolfsburg) as well as Deutsche Automobilgesellschaft (Brunswick).

Introduction of Target Costing and Target Investment throughout the Volkswagen brand; re-organization from functional “Controlling Research and Development” into process oriented “Controlling Product Lines”, with respective responsibility for all products of the Volkswagen brand; as “Task Force A 3” coordinator, responsible (together with the operative Executive Vice Presidents, under chairmanship of Group CEO Piëch) for Golf profit improvement program resulting, through substantial cost reduction as well as sales and distribution optimization, in positive profit impact of around DM 1 billion.

**1994 – 1997**

**SEAT, S.A., Barcelona, Spain**  
**Executive Vice President Finance and Permanent Substitute**  
**of the President**

Numerous supervisory board mandates, amongst others at Volkswagen Group U.K. Ltd., SEAT Motors International (Amsterdam) and Europcar GmbH; Chairman of the Supervisory Board of VAESA (Volkswagen Audi España) as well as of SEAT France, S.A.; frequently, participation in Volkswagen Group Executive Committee meetings to present SEAT information and interests; from 1996, regular participation in meetings of Volkswagen Group Product Strategy Committee.

Stringent and successful restructuring after 1993 loss of around DM 2 billion with negative return on sales of approximately minus 40 percent; return into profits within 3 years, i.e. in 1996; substantial cost reductions in all areas through introduction of Product Business Plans as well as profit oriented sales controlling, resulting in profit improvement of around DM 2 billion annually; balance sheet optimization through asset sale program including sale of a complete old vehicle production facility to a Malaysian group as a business unit to be re-launched in China as well as diverse real estate divestments; drastic reduction of net debt; substantial personnel cost reduction also utilizing innovative IR approaches; creation of lean structures reducing number of Senior Management by more than 50 percent; modernization of product portfolio; development of coherent new Corporate Identity.

**1996 – 1997**

**Member of the Board of the German Chamber of Commerce for Spain**

**1997 – 2003**

**Sartorius AG, Goettingen, Germany**  
**Chairman of the Executive Board and Group CEO**

Numerous board and supervisory board mandates

Regarding turnover, incoming orders, and profit, by far the six best years of previous Sartorius corporate history: lowest result in these six years (1997–2002) still above the highest historical result ever before in more than 100 years of Sartorius corporate history; expansive restructuring through significant organic and an-organic growth with simultaneous optimization of cost structures; reorganization into key operative divisions of “Mechatronics”, “Biotechnology”, and “Environmental Technology”; successful rights issue in 1998 (capital increase by 44%; more funds generated than with original IPO); execution and integration of 6 acquisitions in Germany, the UK, and the US; significant development of the global presence (26 countries, more than 50 subsidiaries); significant expansion of activities in China and India including new plant in Beijing and new “Sartorius Knowledge Center” in Bangalore; establishment of highly modern clean-room production and of “Sartorius College” in Goettingen; introduction of synergetic multi-brand strategy comprising of Sartorius, Braun Biotech International (BBI), Boekels, Denver Instruments, GWT, and Vivascience brands; group turnover more than doubled within 6 years (plus 127 percent); cumulative profit (EBIT)

increased by 947 percent within same period (compared with previous 6-year period); according to external analysis conducted by Arthur D. Little and European Business School, top performer in relevant segment of German stock exchange due to particularly successful innovation management; Innovation Award of the German Economy (with "Genius" high precision analytical balance).

- 2001 – 2003**                      **Chairman of the Association of the German Precision Mechanics and Optical Industries (F+O) in Cologne, Germany (restructured and renamed in May 2002 to SPECTARIS, the German Industrial Association for Optical, Medical and Mechatronic Technologies)**
- Awarded in November 2002 with the "Innovation Award 2002" from the German Society for Association Management (DGVM)
- 2001 – 2003**                      **Member of the Board of the Federation of German Industries (BDI), Berlin, Germany**
- 2003 – 2007**                      **EnBW Energie Baden-Württemberg AG, Karlsruhe, Germany**  
**CEO/Chairman of the Board of Management**
- Speedy and very successful restructuring of the EnBW Group: after loss exceeding amount of Euro 1 billion, within less than 2 years profit of more than Euro 1 billion achieved through significant cost reduction, concentration on core business, and stringent professionalization of structures and processes; "TOP FIT" cost reduction program successfully implemented, with full consensus of employee representatives, resulting in continuous cost reductions of more than Euro 1 billion per year; more than 150 subsidiaries and participations sold, merged, brought into partnerships, or otherwise deconsolidated; after termination of successful restructuring, approximately 70 percent more turnover achieved with workforce of around 20,000 (2007) than previously with almost 40,000 employees (2002); in 2004, 2005, and 2006, three consecutive historical record results regarding all major profit categories (EBITDA, EBIT, and EBT); continuation of this trend in first half 2007 (as well as full year 2007); based on cumulative inner-year values, 15 consecutive record quarterly results (per 30 Sept. 2007); net debt more than halved; equity ratio almost tripled; according to external valuation, DCF value increased nominally by approximately Euro 8 billion from mid-2003 to end-2006; within context of Innovation Award of the German Economy, for the first time restructuring recognised and honoured as process innovation; various capital market transactions, acquisitions, and power plant projects of significant dimension.
- 2003 – 2007                      Member of the Executive Board of the Federation of Electricity Industry (VDEW), Frankfurt, Germany
- 2003 – 2007                      Deputy Chairman of the Executive Board of the Federation of Integrated Energy Companies and Regional Utilities in Germany (VRE), Berlin, Germany
- 2004 – 2006                      Chancellor's Appointee on Energy Innovation within the „Partners for Innovation“ initiative, responsible for the „Impulse Circle Energy“
- 2006 – 2007**                      **Member of the Comex (Comité Exécutif, i.e. Executive Committee) of EDF (Electricité de France, S.A.), Paris, France**
- International experience in Executive Committee of largest electricity company worldwide
- 2006 – 2009**                      **Chairman of the BDI-Initiative "BDI initiative Innovation Strategies and Knowledge Management" (end of 2008: restructured and renamed into "BDI initiative Knowledge and Competence Management"), Federation of German Industries (BDI), Berlin, Germany**
- 2006 – 2009                      Member of the German Research Union between business and academia, Federal Ministry of Research and Education, Berlin, Germany
- 2008 – 2009**                      **Cerberus Deutschland Beteiligungsberatung GmbH, Frankfurt, Germany**  
**Principal Senior Advisor**

<b>2008 – 2009</b>	<b>Valiance Capital/Valiance Infrastructure S.A., Luxemburg/Milan Senior Partner</b>
<b>2009 – 2010</b>	<b>Valiance Capital/Valiance Infrastructure S.A., Luxemburg/Milan Senior Advisor</b>
<b>01–03/2010</b>	<b>Solar Millennium AG, Erlangen, Germany CEO / Chairman of the Executive Board</b>  Development of a new strategic focus/of a conception for a strategic reorientation of the company based on seven items  March 2010: claimed/utilized the contractually granted right to resign any time within a predefined period of consideration; September 2011: received official public apology from the Solar Millennium AG Supervisory Board Chairman; April 2013: legally binding conclusion that the resignation was not only lawful and valid, but explicitly also justified and well-founded
2012	Appointment as Member of Official Committee of Unsecured Creditors of the Solar Trust of America, LLC, et al. through U.S. Department of Justice
2013	Appointment as Member of STA [Solar Trust of America, LLC] TRUST Liquidation Trust Advisory Board with effect from 28 March 2013
<b>Since 2008 until today</b>	<b>Founder, Main Shareholder and Chairman of the Supervisory Board of Syntellix AG, Hanover</b>  Foundation, financing and assistance in the development of a medical-technical company specializing in highly innovative, bio-absorbable metallic implants. Syntellix AG has won the Innovation Award of the German Economy 2012/2013 in the category of start-up businesses. Thus, Syntellix AG has succeeded in winning the “First Innovation Prize of the world” at the very first attempt. The company received the much sought-after and internationally highly renowned trophy for a revolutionary material, from which, after 5 years of research and development, the first implant has been developed in a marketable product. The MAGNEZIX® material which was honoured with the Innovation Award bases on a degradable magnesium alloy which is replaced with tissue occurring naturally in the body. This could potentially allow for a new era in the area of orthopaedics and accident surgery as for affected patients the subsequent operation to remove the implant could be dropped in the future. In 2015, within the context of the prize of the TOP100 competition (“TOP 100 – The 100 most innovative medium sized businesses” in Germany), Syntellix AG has been rated the second most innovative German company of its size category. Also in 2015, the first Syntellix product received official product registration from the Singapore Government’s Health Sciences Authority (HSA). Syntellix, thus, is the only company worldwide that has product registrations for biodegradable metallic implants both in Europe (CE Approval) and in Singapore. The company, meanwhile, is world-market leader in bioabsorbable metallic implants. Based on a detailed analysis conducted by the Vienna University of Economics and Business, Syntellix was honoured as “Top-Innovator 2016”. Internationally renowned Singapore investor Bien Tan, in April 2016, called Syntellix “Europe’s hottest medtec company”.
<b>Since 2010 until today</b>	<b>Shareholder and Consejero / Member of the Board (“Consejo de Administración”) of R.C.D. Mallorca S.A.D., Palma/Spain; from December 2014 until June 2016 Chaiman of the Board</b>  Initial investment and equity stake in autumn 2010, following an invitation to invest from the then President and Vice President of the club; later, acquisition of other shareholding stakes including the shares held by Rafael Nadal; in January 2015, acquisition and takeover of the controlling majority; later in the year 2015, together with wife Annette, held total of 99.81 percent of the shares of Real Mallorca (until January 2016, when, within the context of a rights issue, an American investor group acquired the majority of the share capital of the club).

<b>December 2014 – June 2016</b>	<b>President of R.C.D. Mallorca S.A.D., Palma/Spain</b>
	Institutional stabilization and financial restructuring through strategic reorientation, professionalization of processes and structures, operative action plans as well as execution of two highly successful rights issues. In January 2016, entry of a renowned US American investor group within the context of a capital increase by more than 20 million euros; as a consequence, within the centenary year, financial solidity and stability achieved and assured on a continuous, long-term basis; first major investment of US based investors in Spanish professional soccer, and first ever engagement by successful NBA franchise owners in European soccer.
	The press (Hannoversche Allgemeine Zeitung) commented Claassen's resignation from the Presidency (after his successful tenure and accomplished mission) with the words: " <i>Claassen leaves as savior</i> ".
<b>January 2015 – January 2016</b>	<b>CEO ("Consejero Delegado") of R.C.D. Mallorca S.A.D., Palma/Spain</b>
	Comprehensive restructuring, professionalization, and personnel reorientation
<b>Since 2013 until today</b>	<b>Senior Advisor, Cerberus European Investments LLC., New York/USA (Appointment in January 2013)</b>
<b>Since 2015 until today</b>	<b>Co-Founder &amp; Shareholder of RULEBREAKER Management GmbH, Hanover</b>
	Creation and development of a start-up incubator specialized in disruptive business models and disruptive innovation

**University related activities:**

1986	Research Assistant at the Institute of Economics, University of Hanover
1993	Teaching position within the Oxford Senior Managers Development Programme at Templeton College, The Oxford Centre for Management Studies
1997 – 2001	Teaching position at the Faculty of Economics and Management, University of Hanover ("Environmental Controlling")
<b>Since 2001</b>	<b>Actively teaching Honorary Professor at the University of Hanover (now Gottfried Wilhelm Leibniz University), Hanover, Germany</b>
	Continuous active teaching and examination activity on "Controlling and Value Added Chain"; lectures alternating semester-wise between English and German language
	(Evaluation of teaching expertise by students: Upward appraisal average grade on expertise continuously between 1.0 and 1.2, mostly 1.1 [grade scale ranging from 1.0 (best) to 5.0 (worst)])
From 2001	Teaching position at the Faculty of Economic Sciences at the Georg August University Goettingen, for several years ("Future Oriented Concepts of Corporate Management")
2001 – 2003	Member of the External Council of Advisors of the Georg August University Goettingen
<b>2003 - 2012</b>	<b>Member of the Foundation Council of the Georg August University of Goettingen, Public Law Foundation, Goettingen, Germany</b>
<b>From 2009</b>	<b>Professor of Management at the GISMA Business School, Hanover</b>

**Since 2009**

**Ambassador of the Gottfried Wilhelm Leibniz University, Hanover, Germany**

Teaching and lecturing experience in Germany, England, Spain, Italy and Japan

**Awards and decorations:**

- January 2001 Winner of Innovation Award of the German Economy 2000 (with Sartorius AG)
- February 2002 Received Medal of Honor and Diploma from the Presidency of the Russian Academy of Natural Sciences, Moscow
- November 2002 As Chairman of SPECTARIS, received "Innovation Award 2002" from the German Society for Association Management (DGVM)
- January 2003 Honored as Germany's first "Knowledge Manager of the Year 2002" by Impulse, Financial Times Deutschland and Commerzbank AG
- February 2003 Received the Officer's Cross of the Order of Merit of the State of Lower Saxony from the Prime Minister of Lower Saxony
- July 2005 First foreigner ever to be honoured with the Cross of the Order of Saint Nicholas, Moscow; decoration received from the former Russian Deputy Prime Minister
- November 2006 Awarded the highest national French decoration "Légion d'Honneur"
- March 2013 Winner of Innovation Award of the German Economy 2012/13 (with Syntellix AG)
- June 2015 Second place in the competition "TOP 100 – The 100 most innovative medium sized businesses" in Germany (with Syntellix AG)
- February 2016 In representation of Real Mallorca, received the "Premio Ramón LLull" (one of the highest prizes and distinctions of the government of the autonomous region) from the hands of the President of the Government of the Balearic Islands

**April 2016**

**Honored as "Most Innovative Entrepreneur International 2016", Innovation Award of the German Economy – THE WORLD'S FIRST INNOVATION AWARD®, Patronage of EU Commissioner Digital Economy & Society**

In April 2016, Utz Claassen received from the hands and under the patronage of Günther H. Oettinger, EU Commissioner Digital Economy & Society, the award as the "MOST INNOVATIVE ENTREPRENEUR INTERNATIONAL 2016" that was awarded in connection with the "Innovation Award of the German Economy – THE WORLD'S FIRST INNOVATION AWARD®". Oettinger handed the prize over personally, and he also held the laudatory speech.

**Other current mandates, honorary appointments, memberships and activities:**

Deputy Chairman of the Advisory Board of the Otto Bock Group, Duderstadt, Germany (since February 2007; before then, Member of the Advisory Board)

Member of the Advisory Board of Deloitte & Touche GmbH Wirtschaftsprüfungsgesellschaft, Munich, Germany (since 2009)

Member of the Advisory Board Hanover of Deutsche Bank AG

Member of the Advisory Board of EIM Executive Interim Management, Munich

Full member of the Russian Academy for Medical Technical Sciences (AMTN), Moscow

Economic Adviser of the Municipal Government of Wuhu, China

Permanent member of the Decision Committee of the Innovation Award of the German Economy

Member of the jury TOP 100 – The 100 most innovative medium sized businesses

President of the Festival Música Mallorca (since 2014; Member of the Board of Curators of the Festival Música Mallorca since 2012)

Member of the Oxford and Cambridge University Club, London

**Other previous mandates,  
honorary appointments,  
memberships and activities:**

Member of the Supervisory Board of AWD Holding AG, Hanover, from 2008 to 2013: Supervision of successful restructuring with a turnaround of approx. Euro 90 million (AWD Group EBIT 2009: Euro -41.1 million, 2010: Euro +49.1 million)

Chairman of the Supervisory Board of Vivascience AG, Hanover, for several years

Chairman of the Supervisory Board of Salamander AG, later renamed into EnBW Beteiligungen AG, Kornwestheim, Germany (2003-2007)

Member of the Supervisory Board of Stadtwerke Düsseldorf AG, Duesseldorf, Germany (2003-2007; from May 2006, as Chairman)

Member of the Advisory Board of the Gerling Group, Cologne, for many years

Member of the Advisory Board Baden-Wuerttemberg of the Allianz Group for several years

Member of the Advisory Council of the Landesbank Baden-Wuerttemberg (LBBW), Stuttgart for several years

Chairman of the Advisory Board of Delta Systems GmbH, Hamburg, for several years

Member of the Board of the Association of Metal Industrialists of Lower Saxony („NiedersachsenMetall“), Hanover, for many years

Member of the Board of the Lower Saxony Foundation for Economic Research, Hanover, for many years

Member of the Board of DECHEMA Gesellschaft für Chemische Technik und Biotechnologie e.V., Frankfurt am Main, for several years

Member of the Full Assembly of the Chamber of Commerce and Industry in Hanover/Hildesheim and of the Economic Advisory Committee Goettingen, for many years

Member of the Admissions Committee of the Lower Saxony Stock Exchange, Hanover, for many years

Member of the Advisory Board of the International Trade Fair for Biotechnology (Biotechnica), Hanover, for several years

Member of the international KIT (Karlsruhe Institute of Technology) Advisory Board, Karlsruhe, Germany, for several years



Member of the Board of Curators of the Max Planck Institute for Experimental Medicine, Goettingen, Germany, for several years

Deputy Chairman of the Board of Curators of the Foundation phaeo, Wolfsburg, Germany

Member of the German Russian Forum for several years

Member of the Administrative Council of the Friends of the University of Hanover, for several years

Member of the Board of the Goettingen Haendel Society for many years

Member of the Board of Curators of the Festspielhaus Baden-Baden, Germany, for several years

Member of the Board of Curators of the International Bach Academy, Stuttgart, Germany, for several years

Chairman of the Executive Board of the Hanover Sports Club founded 1896 („Hannover 96“), one of the traditional and important German professional soccer clubs (1997)

Member of the Advisory Board Europe of the NFL for several years

Chairman of the Board of the Development Association “Schoeningen Spears – Heritage for Mankind”, Schoeningen, Germany, for many years

Member of the Jury of the European Award for Political Culture, Hans Rignier Foundation, Zurich

Chairman of the Foundation Board of the Foundation „Prehistoric Museum Blaubeuren / Gallery 40thousand Years of Art in Blaubeuren“, Germany, for several years

Member of the Committee of the Federal State Baden-Wuerttemberg of the Donors´ Association for the Promotion of Sciences and Humanities in Germany

Chairman of the Board of Curators of the EnBW Rainforest Foundation for several years

### **Miscellaneous:**

Participation in international visits with the German Chancellor (as head of his business delegation in six Arabian countries) and with the Prime Minister of Lower Saxony

Numerous **publications, lectures, and speeches**, both within Germany and abroad, on topics such as Corporate Leadership, Business Management, Controlling, Target Costing and Target Investment, Knowledge and Risk Management, Communication, Economic Growth, Innovation and Innovation Management, Corporate Restructuring and Turnaround Processes, Technology Transfer, Biotechnology, Environmental Economics, Knowledge Transfer and Venture Capital, Liberalization, Utility Management, Financial Markets, Foreign Exchange topics, Economic and Energy Policy, Sports Sponsoring, Cultural Sponsoring as well as the Interaction of Business and Culture

### **Book publications:**

1. „Cerebral Research, Entrepreneur and Economic Policy“ (1987)

2. „The Bright and The Dark“ (2003, Co-Ed.)
3. „The New Thinking – Thinking The New“ (2005, Co-Ed.)
4. „Courage For Truth – How We Can Restructure Germany“ (2007), published in March 2007, in April 2007 already third edition as well as second place in the Thalia bestseller list

Described by the highly respected WirtschaftsKurier as *“required reading for politics and business“* and *“possibly the best analysis on Germany’s economic policy issues that has been written in the past ten years“*

5. **“We are ghost riders – We are thinking wrong. We are steering wrong. We are risking the future of our children“** (2009), published in June 2009, reached #2 in the German **“Handelsblatt Bestseller“** list of the best sold economic/business books in Germany for October 2009

Appreciated by Magazin 37 as *„A Masterpiece that one must have read“*

6. **“Atomic Blood“** business thriller, published in February 2012, reached #9 in the German **“Handesblatt Bestseller“** list for April 2012

According to BILD, Europe’s most widely distributed daily paper, with this book, there is *„high excitement guaranteed“*

7. **“Uncomfortable – Consequently more successful than others“**, published in October 2013 by Ariston (Random House) as top title, reached #2 as E-Book version in the German Bestseller list of Media Control GmbH for July 2015

85 percent of all customer reviews published on Amazon.de rate the book at 5 stars, the highest score possible

**Publications in total (including scientific papers and articles, but excluding articles in newspapers and magazines):**

1. **Großhirnforschung, Unternehmer und Wirtschaftspolitik: Ein interdisziplinärer Ansatz am Beispiel interhemisphärischer Relationen**  
Peter Lang: Frankfurt/M., Bern, New York 1987
2. **„Was Führungskräfte aus der Hirnforschung lernen können“**  
in: Harvard Manager 4/1987, pp. 118-121
3. **„Ininfluente stare al parco“**  
in: LITO Newsletter, No. 7-8/1987, pp. 21-23
4. **„Target Costing als wichtiges Element der finanziellen Projektsteuerung“**  
in: Controlling-Berater 5/1993, Haufe-Verlag, Gruppe 8, pp. 133-174
5. **„Target Costing als bedeutsames Element der finanziellen Projektsteuerung in der Frühphase des Produktentstehungsprozesses“**  
in: F+E-Controllerdienst, Eds.: E. Mayer/K. Liessmann, Schäffer-Poeschel Verlag: Stuttgart 1994, pp. 105-129
6. **„Target Costing als Brücke zwischen Zielpreisindex und konkreten Teilkosten am Beispiel eines europäischen Automobilherstellers“**

in: Jahrbuch Controlling 1994, Eds.: P. Horváth, Handelsblatt Fachverlag: Düsseldorf 1994, pp. 34-41

7. **„Durch Target Costing und Target Investment zur kompromisslosen Kundenorientierung bei Volkswagen“**  
in: Kunden und Prozesse im Fokus: Controlling und Reengineering, Eds.: P. Horváth, Schäffer-Poeschel Verlag: Stuttgart 1994, pp. 145-159
8. **„Qualität, Kosten und Termine: Prozesscontrolling am Beispiel der Volkswagen AG“**  
in: Projektmanagement: Instrument moderner Dienstleistung, Eds.: C. Steinle, H. Bruch, D. Lawa, Verlag FAZ: Frankfurt/M. 1995, pp. 150-172  
  
8.a) 2<sup>nd</sup> edition 1998  
  
8.b) 3<sup>rd</sup> edition 2001
9. **„Controlling: Vom Rechnungswesen zum Potentialmanagement“**  
in: Zukunftsgerichtetes Controlling: Unterstützungs- und Steuerungssystem für das Management, Eds.: C. Steinle, B. Eggers, D. Lawa, Gabler Verlag: Wiesbaden 1995, pp. 341-357  
  
9.a) 2<sup>nd</sup> edition 1996  
  
9.b) 3<sup>rd</sup> edition 1998, pp. 367-383
10. **„Target Costing und Target Investment als Werkzeug für das kundenorientierte strategische Kostenmanagement bei Fahrzeug-Neuentwicklungen“**  
in: Customizing in der Weltautomobilindustrie: Kundenorientiertes Produkt- und Dienstleistungsmanagement, Eds.: F. W. Peren, H. H. A. Hergeth, Campus Verlag: Frankfurt/M., NewYork 1996, pp.133-147
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