

**BERND ELLMER**

## **PROFESSIONAL CAREER**

### **Personal Data**

Born in Bremen on 25<sup>th</sup> January 1966  
Divorced

Language skills: English - business fluent  
Dutch - fluent



### **PROFESSIONAL PRACTICE**

**2013 - 2016 KAEFER-REGION CONSTRUCTION (GER, AT, CZ) [www.kaefer.com](http://www.kaefer.com)**  
Approx. EUR 140 million turnover p.a., about 450 employees

**Regional Financial Officer (RFO)** for 6 operational companies

**Managing Director KAEFER Construction GmbH, Bremen, Germany**  
Approx. EUR 90 million turnover p.a., about 300 employees

**Managing Director THF Industrieisolierungen Handels-GmbH,  
Gelsenkirchen, Germany**  
Approx. EUR 20 million turnover p.a., about 35 employees

Responsible for human resources, finance, controlling, purchasing and IT

Reduced the working capital by 50% at a stable sales performance

Increased the result after tax by 50% and the ROCE (Return on Capital Employed) by 100%

Successfully realised the turnaround of KAEFER Austria in 2014 through analysing processes and KPIs as well as supported the local management

Divested the business division Microsorber in 2015 and initiated the restructuring of THF in 2015

Set up a sustainable personnel planning including the agreement and initiation of succession arrangements, identified promotion potentials and derived further and additional training measures

Concluded target agreements in combination with individual performance-related remuneration models based on qualitative and quantitative targets

Ensured an efficient, transparent and timely reporting system within the region and to the Group management

Analysed and controlled the business activities using relevant earnings and balance sheet indicators

Contact person for the Chief Financial Officer of KAEFER Group and the functions Corporate Legal, Corporate Auditing, Corporate Controlling and Corporate Finance as well as auditors

Further developed and optimised the KAEFER standards for the evaluation of work in progress regarding process, subsequent assessment and risk management

Introduced a new internal auditing process for the KAEFER Region Construction

Raised the involvement of purchasing department in all project phases to strengthen the transparency and to increase the framework contract quota related to the subject compliance and negotiation position

Pre-qualified subcontractors and external service providers ahead of potential contracts to be awarded for reference verification and e.g. to avoid "chain liability"

Harmonised and controlled regional IT processes and defined and implemented an IT standard for the hardware and software of KAEFER Region Construction

Collaborated in the development of a global management information system as well as KAEFER business templates to ensure a reasonable balance between the pursued corporate process standardisation and the operational requirements of individual business units

**1997 - 2012 KAEFER ISOLIERTECHNIK GMBH & CO. KG, Bremen, Germany**

Approx. EUR 1.4 billion turnover p.a., about 20.000 employees [www.kaefer.com](http://www.kaefer.com)

**2008 - 2012 Head of Corporate Business Development**

Encouraged overall responsibility (personnel responsibility for 6 employees)

**2003 - 2007 Manager International Business Development**

Diversified the international KAEFER portfolio based on geographical and performance-based aspects in close coordination with the CEO and CFO

Carried responsibility, directed and executed international M&A projects and transactions in close cooperation with the internal legal and finance department as well as external consultants

Rated M&A targets to create a decision-making basis using methods such as earning capacity value, discounted cash flow and net asset value

Designed and implemented specific due diligence procedures

Led negotiations with shareholders, acting managing directors and managing directors of parent companies

Performed a global market analysis to identify existing and potential sales volumes taking into account international project experience, thereof derived trends, developments and country-specific framework conditions

Developed and implemented market entry strategies to expand the business activities e.g. to Canada and Latin America

Overcome market entry barriers through regular dialogue with decision makers and an appreciative as well as pragmatic conduct of negotiations

Developed and implemented a diversification strategy, for example, through expanding the division industry to include services like scaffolding and surface protection in Great Britain, Spain, Norway, South East Asia and Australia

Designed tailor-made and effective acquisition strategies using, for example, the earn-out method

Developed and introduced a post-merger integration concept (PMI)

Advised the Group management and elaborated decision papers for the advisory board

Planned and executed divestments to improve the long-term earnings performance of the company, for example, through the sale of KAEFER Aerospace GmbH

Comprehensively planned, coordinated and accompanied the new formation of companies, inter alia, in China (a so-called WFOE or 100% KAEFER subsidiary)

Controlled the delisting of a majority shareholding and in parallel the 100% takeover of the privatised company in Australia including preparation, monitoring, restructuring and integration into the KAEFER Group

Seized a market entry opportunity based on a joint venture project and subsequently acquired a competitor in Great Britain using a specific tailor-made takeover concept

#### 1997 - 2003 **Manager International Controlling**

Provided extensive assistance with regard to reporting, KPI determination, analyses and recommendations for actions to the local management of the international subsidiaries

Accompanied the internationalisation process together with the Group management

Compared the targets defined in the budget with the monthly reporting and derived corrective measures in case of deviations

Analysed business plans and deficient projects and subsequently derived concrete measures, inter alia, for the efficient management of contractors within the framework of large-scale projects

Created a comparability for the differences between the subsidiaries in the evaluation of operational business results

Produced a risk analysis and elaborated an action plan to enable KAEFER Norway to accept the largest single project in KAEFER history (about EUR 400 million)

Evaluated two own and one potential subsidiary to be acquired as part of a cross-selling M&A process (NL / BE and FR)

#### 1996 - 1997 **KAEFER B.V**, Klundert / Netherlands Approx. EUR 10 million turnover p.a., about 75 employees

##### **Manager Restructuring**

Responsible for the restructuring and reorganisation of the company following the dismissal of the managing director

Determined the exact losses and key figures and derived appropriate measures

**1994 - 1996 KAEFER ENTSORGUNGSTECHNIK GMBH**, Bremen, Germany  
Approx. EUR 30 million turnover p.a., about 200 employees

**Commercial Manager (incl. Restructuring)**

Personnel responsibility for 12 employees

Restructured the business segment in a declining market

Stabilised the commercial processes after dismissal of 10 employees without loss of process quality

Prepared a transparent controlling

Integrated KAEFER Entsorgungstechnik into KAEFER Isoliertechnik with closing of unprofitable business units

**1991 - 1994 KAEFER ISOLIERTECHNIK GMBH & CO. KG**, Bremen, Germany  
Approx. EUR 350 million turnover p.a., about 3.000 employees

**Head of Controlling and Finance**

Personnel responsibility for 5 employees

Accompanied and controlled the establishment of new branches in the new federal states

Introduced a project controlling for resilient evaluation of work in progress

Defined and implemented standards for accounts payable and accounts receivable

**1986 - 1991 KAEFER B.V.**, Klundert / Netherlands  
Approx. EUR 10 million turnover p.a., about 75 employees

**Commercial Management**

Personnel responsibility for 4 employees

Responsible for the commercial sector as part of a succession plan

Established an independent company – including “transformation from branch office into a real legal entity”

Developed the local controlling and finance department, the IT landscape and the purchasing department

## **Activities as Speaker**

- 2016** Guest lecture at the Universidad Austral, Buenos Aires / Argentina  
Topic: Change Management
- 2009** Guest lecture at the Henley Business School / UK  
Topic: Mergers & Acquisitions - including Case Studies

## **Education and Occupational Training**

- 2009 - 2010 Henley Business School, Great Britain  
Top Management Programme
- 2008 London Business School  
M&A Executive Education
- 1985 - 1986 KAEFER ISOLIERTECHNIK GMBH & CO. KG, Bremen branch, Germany  
Trainee program in the commercial sector of branch and head office
- 1982 - 1985 Shortened apprenticeship as industrial clerk
- 1976 - 1982 Secondary School (Waldschule), Schwanewede, Germany
- 1972 - 1976 Primary School (Heideschule), Schwanewede, Germany

## **IT Skills**

MS Office: Excellent user knowledge  
SAP/R3: FI and CO module, excellent user knowledge