

Curriculum vitae of Prof. Dr. Peter Ruhwedel

- 2014** **Founder and Managing Director** of diep – Deutsches Institut für Effizienzprüfung GmbH
- 2012** Appointment as **Scientific Director** of the KCU Competence Centre for Management and Corporate Governance at the FOM University of Applied Sciences
- 2012–2017** **Independent member of the Supervisory Board Rating Committee** of GBB-Rating Gesellschaft für Bonitätsbeurteilung mbH, including acting as **chairman of the Methodology Committee**
- 2012–2014** **Consulting activity** in the field of corporate governance / evaluation of supervisory boards
- 2011** Appointment to the **Chair of Strategic Management & Organisation**, FOM University of Applied Sciences, Duisburg, Germany
- 2001–2011** **Management consultant**, most recently as partner (principal) of Oliver Wyman
- 1997–2001** **Research assistant** at the Chair of Planning and Organisation and at the Institute of Corporate Governance (ifu) at the Ruhr University Bochum; Doctorate: "Supervisory Board Planning Systems"
- 1996–1997** **Management consultant** at Coopers & Lybrand
- 1991–1996** **Studies in Economics** in Bochum, Germany and Groningen, the Netherlands
- 1988–1991** **Training as industrial clerk** in mechanical and plant engineering

Volunteer work

Since 2016 member of the committee of Regenbogen e.V., an association for the improvement of psychosocial care in Duisburg, Germany

Since 2011 member of the committee of the Financial Experts Association e.V., a professional association for supervisory and advisory board members

Professor Ruhwedel is married with two sons.

Overview of project experience as a management consultant

1. Evaluation and consulting of supervisory bodies:

- Efficiency review of supervisory bodies and review of the management as well as the administrative or supervisory boards of credit institutions pursuant to Section 25d of the German Banking Act
- Expert opinions on corporate governance issues and the composition and procedures of supervisory boards
- Seminars and lectures on corporate governance and supervisory board topics
- Content coaching for supervisory board chairpersons and supervisory bodies

2. Performance management and finance transformation:

- Conception and management of transformation programmes for the finance function (role of the CFO, strategy of the finance section, financial organisation and processes, performance management and remuneration, talent management, compliance)
- Coaching of the CFO and team development
- Implementation of value-based management and the balanced scorecard
- Implementation of finance shared services
- Implementation of group reporting, corporate planning and risk management

3. Organisation of design and restructuring:

- Structuring the management organisation and corporate governance (including the role of the holding company and operational areas, determining holding company functions and dimensions, defining management processes, duties and responsibilities of the group management)
- Redefinition of the corporate and divisional organisation (e.g. adaptation of the business and organisational model, functional integration, shared services, function-specific business process optimisation)
- Implementation of organisational transformation programmes / change management
- Development and implementation of efficiency enhancement and restructuring projects (e.g. baselining / actual state analysis, assessing potential, preparing business plans and developing action programmes, management coaching and providing support in works council negotiations, implementation controlling)

4. Strategy and business model development:

- Identification of profitable growth areas, definition of market entry strategies and development of business plans to secure growth targets
- Development of a new value creation strategy, focusing the business model on core competencies and outsourcing direct and indirect functions
- Programme management including set-up of a programme management office
- Revision of the strategy process and portfolio management including derivation of portfolio management measures
- Commercial due diligence and post-merger integration