

SKILLS AND EXPERTISE

Experienced Executive in Financial Management, Business Development & Digital Transformation

Results-driven CFO and Managing Director with a proven track record in financial management, M&A, business development, and digital transformation. Adept at leading companies through strategic growth, scaling operations, and driving international negotiations. A hands-on leader with a crisis-resilient mindset, experienced in corporate transformation and long-term value creation.

Strategic Financial Leadership & Governance

Expert in managing capital structures, financial planning, and budgeting to enhance growth and profitability. Extensive experience in private equity collaboration, audit-compliant reporting, and leading M&A transactions. Experienced in highly regulated markets (ISO 13485) with successful audit track record (FDA, ANVISA, DQS)

Business Development & Scaling

Successfully transformed companies into OEM and contract development centers, driving international expansion and scaling production capacities. Positioned businesses for sustainable growth in competitive markets.

Executive Leadership & Organizational Growth

Co-owner and Managing Director with strong entrepreneurial skills. Background in building and scaling organizations to 160 employees. Introduced modern governance models and leadership structures to foster innovation, accountability, and operational excellence.

M&A & Strategic Negotiations

Led high-stakes contract negotiations with investors, suppliers, and partners. Successfully managed due diligence and international corporate sales, securing long-term strategic growth.

Digital Transformation & Process Optimization

Implemented automation and IT-driven process optimization across finance, procurement, and production. Introduced scalable ERP systems to enhance efficiency and business agility.

A strategic and hands-on executive, I excel in leading businesses through transformation, ensuring resilience, growth, and operational excellence.

EXPERTISE & STRENGTH

Strategic & Operational Financial Management	Process Optimization
Budgeting, Reporting & Forecasting	Team Leadership & Corporate Management
Annual Financial Statements & Tax Management	Transformation Management
Advanced ERP System Implementation	Compliance & Quality Management
Resource & Cost Management	M&A & Private Equity

SELECTED ACHIEVEMENTS

Business Growth & Scaling: Increased revenue from €1.1 million to €20 million, scaled production from 100 to 1,500 catheters per day, and expanded the team from 26 to 160 employees.

Successful Company Sale: Led the acquisition process by Lubrizol, managing contract negotiations and due diligence.

M&A & Technology Transfer: Directed the Paccocath project (in collaboration with Charité), achieving successful clinical trials and subsequent sale to Schering. Company sale to Lubrizol.

Customer Retention: Built long-term, balanced partnerships through a strong focus on customer satisfaction.

Digitalization & Efficiency Gains: Implemented the proAlpha ERP system, optimizing financial and production processes to enhance business control and scalability.

PROFESSIONAL CAREER

12/24 – present Winkhaus-Consulting***Interim Manager and C-Level Consultant***

- Analyzing and optimizing sales and cost structures to ensure sustainable profitability growth
- Developing sales strategies to drive revenue growth
- Implementing data-driven pricing strategies to enable long-term, profitable business decisions

01/99 – 11/24 Bavaria Medizin Technologie GmbH**08/05 – 11/24 *Managing Director & Chief Financial Officer******Strategic Corporate Leadership & Ownership Role***

- Held full responsibility for financial planning, budgeting, reporting, capital structure, and cost management.
- Served as co-shareholder since 2006, aligning with investors and driving strategic business development.
- Collaborated with private equity firms to ensure sustainable financing and capital management.
- Led the company through economic uncertainties with a strategic focus on crisis management and business resilience.

Financial Management & Governance

- Established a secure and efficient financial system with clear reporting structures.
- Managed financial planning, budgeting, capital structure, and cost optimization to drive sustainable profitability.
- Oversaw all legal and regulatory affairs (medical device manufacturing), including contract management and compliance.

Business & Production Development

- Transformed the company from a pure production operation into an OEM and contract development center.
- Led a specialized production facility in Romania to scale manufacturing capacities.
- Expanded international B2B client relationships with a focus on market positioning and business growth.
- Managed strategic innovation projects, including the Paccocath project (in collaboration with Charité), successfully sold to Schering in 2006.
- Negotiated all key contracts, including supply, development, financing, and regulatory agreements.

Digitalization, IT & Process Optimization

- Digitalized and automated processes to enhance operational excellence.
- Implemented IT security and compliance standards for a scalable and audit-proof system infrastructure.

Leadership & Organizational Development

- Led six direct reports across Finance, HR, IT, Procurement, and Quality Management.
- Built a high-performance organization with clear governance and leadership structures.
- Strengthened corporate culture and employee retention through strategic HR management and scaling initiatives.

Special Achievements

- Increased revenue from €1.1 million to €20 million, scaled production from 100 to 1,500 catheters per day, and expanded the workforce from 26 to 160 employees.
- Established production facility in Romania as key component of the manufacturing strategy.
- Successfully executed the sale to Lubrizol, including negotiations and due diligence.

- Led a collaboration with Charité, resulting in successful clinical trials and the sale of technology to Schering.
- Expanded contract development into a profit center and a sustainable growth driver.
- Implemented and scaled the proAlpha ERP system to enhance efficiency in finance, procurement, and production.
- Navigated economic uncertainties while ensuring long-term stability and growth.

04/01 – 07/05 **Commercial Director**

- Held full responsibility for Finance, Procurement, HR, IT, and Legal Affairs.
- Managed financial planning, liquidity control, and external funding in collaboration with banks and shareholders.
- Led the insourcing of accounting and payroll processing from external partners.
- Oversaw all contractual matters of the company, including negotiations with partners and suppliers.

Special Achievements

- Successfully negotiated and secured company financing by acquiring external funds from HVB, BayBG, Sparkasse, and the main shareholder.
- Reduced costs by establishing an in-house financial and payroll system.
- Improved efficiency and data quality through the implementation of Apertum.
- Minimized legal risks and secured better supplier terms by optimizing contract structures.
- Strengthened market positioning and strategic alignment by transforming the company into an integrated contract development provider.

01/99 – 03/01 **Controller**

- Managed financial planning, incl. forecasting, reporting, and financial statements.
- Led the digitalization and automation of business processes, focusing on payment transactions, time and access management, and IT network optimization.
- Implemented an electronic payment system to enhance liquidity management.

Special Achievements

- Increased transparency and efficiency by establishing a comprehensive financial reporting system.
- Reduced transaction times and costs through the implementation of an electronic payment system.
- Improved efficiency and quality by optimizing internal processes through digitalized time tracking and access control.
- Enhanced IT security by implementing a company-wide network infrastructure.

05/93 – 09/98 **VAW Aluminium AG**

Controller & Commercial Director (Győr, Hungary)

- Oversaw financial reporting for production sites in England, Austria, and Germany, including financial analysis and performance optimization.
- Implemented and customized SAP systems for procurement, accounting, materials management, and cost accounting to enhance operational efficiency.
- Developed and managed IT infrastructure in collaboration with regional IT providers.
- Established corporate accounting standards to streamline financial processes across the group.
- Managed cash flow and optimized financial streams to ensure liquidity.

Special Achievements

- Implemented an integrated reporting system for transparent management of production sites in England, Austria, and Germany.
- Successfully established an aluminum foundry in Győr, on schedule and within budget.
- Enhanced efficiency and data reliability by implementing SAP systems for procurement, accounting, materials management, and cost accounting.

VOLUNTARY WORK

09/09 - present Commercial Judge at the Regional Court of Munich II

PROFESSIONAL QUALIFICATIONS

11/24 IFRS Basic Knowledge
 Various Training Programs in Leadership, Communication, and Presentation Skills

EDUCATION

04/87 – 03/93 **Diplom-Kaufmann** (equivalent to Master in Business Administration)
 Albertus Magnus University, Cologne, Focus: Finance, Accounting

ADDITIONAL INFORMATION OF INTEREST

Languages German (native) ■ English (business fluent)
 IT-Skills MS Office ■ proAlpha (ERP)
 Personal German citizenship, born February 9, 1966
 Interests Golf ■ Long-distance Running ■ Skiing & Mountain Sports

Munich, March 2025

Ulrich Winkhaus