

Gunther Gerlach

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Over 30 years of international experience and success in consulting and C-level management

- . Comprehensive P&L responsibility and successful management of enterprises in various situations and industries (media, eCommerce, retail, chemicals, plastic)
- . Creation of profitable, organic growth by continuous improvement, margin optimization, innovation management, B2C as well as B2B market development and founding of new enterprises
- . M&A: acquisition, integration, demerger, spin-off, sale of enterprises and activities as asset or share deal
- . Restructuring and turnaround by fundamental programs and measures along the value chain (including insolvency plan procedure run by management, „safeguard“)
- . Internationalization (Czech Republic, Hungary, Poland, Russia) in B2B and B2C retail (mail order, e-commerce, store chain, „cross channel“) with publishing and media products as well as worldwide with printing inks and other consumables for the graphic arts industry

Curriculum Vitae – Summary

Since 2023	Executive Interim Partners GmbH: Partner
Since 2023	Gunther Gerlach Beratungs- und Beteiligungs-GmbH: Managing Partner
Since 2015	Gerlach Consulting: Management consulting, Project management, Interim management
2015 - 2022	Epple Druckfarben AG: 2015 Member and 2016 Chairman of the Executive Board (60 MEUR revenue, app. 300 employees)
2006 - 2014	Verlagsgruppe Weltbild GmbH: Managing Director of subsidiaries in Germany, Poland and Russia (47 to 600 MEUR revenue, 300 to 2.000 employees)
2003 - 2006	buecher.de GmbH & Co. KG: Managing Director (28 MEUR revenue, 25 employees)
2000 - 2002	artedona AG: Member of the Executive Board, COO/CIO of an e-commerce startup
1996 - 2000	Bertelsmann AG: Project and senior line management functions in Germany, Czech Republic and Hungary
1992 - 1996	McKinsey & Company, Inc.: Management consultant
1987 - 1991	University of Karlsruhe (KIT Karlsruhe Institute of Technology): Studies of Industrial Engineering and Management

Curriculum Vitae

Date of birth January 24, 1967, Stuttgart, Germany
Nationality German
Marital status Married, one son (* 2000) and one daughter (* 2003)

Work experience

Since Jan. 2015
Management consulting - Project management - Interim management

Since July 2023
Executive Interim Partners GmbH, Munich, Germany

Partner

- . CRO / CEO / CFO in group subsidiaries and family businesses in industry and commerce
- . Management of complex projects (PMO) to increase efficiency and restructuring
- . Restructuring and turnaround as well as liquidity management in crisis situations
- . M&A: acquisition, post-merger integration, spin-off/demerger, sale of companies

Since June 2023
Gunther Gerlach Beratungs- und Beteiligungs-GmbH, Augsburg, Germany

Managing Partner

- . Company acquisitions, operational value enhancement and investment management for medium-sized companies in special situations

Since Jan. 2015
Gerlach Consulting: Senior management consultant, Augsburg, Germany

Management consulting - Project management - Interim management,
www.gerlachconsulting.de

- . Strategic, operational and organizational realignment of medium-sized enterprises
- . Optimization of business processes along the value chain: sales, R&D, production, logistics
- . Result improvement through increase of revenue and margin as well as efficiency measures
- . Margin optimisation through supplier management and negotiation of terms and conditions
- . Restructuring and recovery of enterprises or activities

Oct. 2015 - July 2022
Epple Druckfarben AG, Neusäß, Germany

Sept. 2016 - July 2022

Chairman of the Executive Board – CRO/CEO

since September 2016, responsible for sales, finance and HR;

since March 2020, responsible for production, procurement and HR;

since February 2022, responsible for procurement, finance and controlling, HR and legal affairs

- . Ensuring of revenue and results in the situation of structural changes within the graphic arts industry (2022: 60 MEUR revenue, app. 300 employees)
- . Development of new markets and areas of business based on the current product portfolio and from innovative applications of the existing research and production competences

- . Enlarging of the product portfolio to system solutions and developing of export markets by acquisitions and joint ventures
 - 2016 Founding of Epple Druckfarben Italia S.r.l., Milano, Italy
 - 2018 Acquisition of PCO Europe B.V., Etten-Leur, Netherlands
 - 2018 Acquisition of shares of Pulse Global Holdings Ltd., Bristol, United Kingdom
 - 2019 Founding of Epple Encres France SAS, Jonage, France
 - 2020 Founding of Eppic Asia Ltd., Samut Prakan, Thailand
 - 2020 Founding of Epple Technology GmbH, Neusäß, Germany

Oct. 2015 - Aug. 2016

Member of the Executive Board responsible for strategy and corporate development and Managing Director of subsidiaries

Jan. 2003 - Dec. 2014

Verlagsgruppe Weltbild GmbH, Augsburg, Moscow, Warsaw, Munich

Dec. 2006 - Dec. 2014

Verlagsgruppe Weltbild GmbH (Weltbild Publishing Group), Augsburg, Germany

Director International Business and Member of the Management Board

Dec. 2013 - Nov. 2014

Weltbild Plus Medienvertriebs GmbH & Co. KG, Munich, Germany

Chief Financial Officer – CRO/CFO

- . Strategic realignment and operational restructuring of retail store chain in Germany with app. 250 outlets (revenue in 2012/13 145 MEUR, app. 1.400 employees, joint venture by Hugendubel family and Verlagsgruppe Weltbild)
- . Project work within the restructuring program of Verlagsgruppe Weltbild and its subsidiaries to redefine the business model and improve the value chain: store portfolio, assortment, communication, store operations
- . Feb. 2014 - Nov. 2014 restructuring based on insolvency plan procedure (“safeguard”) run by management: defining and implementation of turnaround procedure, creation of required legal and commercial documents, court procedure for presentations and resolutions

Feb. 2014 - Sep. 2014

Insolvency procedure of Verlagsgruppe Weltbild GmbH, Augsburg, Germany

Chairman of the Interim Management for the Insolvency Administration – CRO/CEO

- . Development and evaluation of scenarios for turnaround and continuation of the insolvent mother company of the group - including an MBO concept in cooperation with investors
- . Presentation and discussion of continuation scenarios for Weltbild Publishing Group in the sales process, management interviews, workshops with different investor groups
- . Concept and implementation of the large restructuring of all commercial and administrative areas: reorganization of processes and structures including major reduction of the headcount
- . Operational interim management of the group until handover to DROEGE GROUP as the majority shareholder (revenue 2013/14 app. 600 MEUR, app. 2.000 employees after restructuring)

Dec. 2013 - Feb. 2014

DBH Warenhaus Medienvertriebs GmbH & Co. KG, Munich, Germany

Chief Financial Officer – CRO/CFO

Mar. 2010 - Sep. 2014

Weltbild Polska Sp. z o.o., Warsaw, Poland (former Bauer-Weltbild Media Sp. z o.o., Sp.k.)

Chairman of the Management Board – CRO/CEO

- . Strategic and operational realignment of the former joint venture of Weltbild and Heinrich Bauer Publishing in a turnaround (book publishing, e-commerce, retail); revenue in 2010: 32 MEUR (2009: 24), 120 employees, revenue in 2011: 47 MEUR, 300 employees
- . Acceleration of business development and growth by acquisition of book club and publishing company “Swiat Ksiazki” in April 2011 with following restructuring, merger and integration
- . October 2012: decision of German shareholder to sell or close down
 - . De-merger and sale of online business, store chain, book publishing and other assets
 - . Restructuring and closing down of head quarter and liquidation of the legal entity

Mar. 2007 - July 2011

Moy Mir GmbH & Co. KG, Augsburg, Germany

Managing Director

Mar. 2007 - Feb. 2009

ZAO „Moy Mir“, Moscow, Russia

General Director and CEO

- . Strategic development of the joint venture of Weltbild Publishing Group and Hubert Burda Media in Russia (book publishing, e-commerce), about 160 employees (2008)
- . Discontinuation and complete phase out of business operations in Russia due to sustainable unfavorable development of the market situation since autumn 2008

Dec. 2006 - Feb. 2010

Bauer-Weltbild Media Sp. z o.o., Sp. k., Warsaw, Poland

Member of the Management Board

- . Shareholders' functions of Weltbild Publishing Group

Jan. 2003 - Nov. 2006

buecher.de GmbH & Co. KG, Augsburg, Germany

Managing Director

- . Strategic and operational development of buecher.de as an online book and media store: brand management, assortment policy, customer acquisition and retention, cooperations and M&A activities
- . Sustainable profitable growth: 28 MEUR revenue in 2006 (2005: 24 MEUR, 2004: 21 MEUR, 2003: 19 MEUR), 25 employees

July 2000 - Dec. 2002

artedona AG, Munich, Germany

Member of the Executive Board, Chief Operating Officer and Chief Information Officer

- . Development and implementation of strategies for an e-commerce business with premium gifts and accessories
- . Definition and operational management of web-based customer services and integrated, automated business processes

Apr. 1996 - June 2000

Bertelsmann AG, Gütersloh, Munich, Prague, Budapest, Vienna

Nov. 1998 - June 2000

Bertelsmann Buch AG, Munich, Germany

Senior Project Manager

- . Definition and implementation of processes and SCM for „Boulevard“ bookstore chain
- . International roll-out of an SAP-based ERP system for DACH region (Germany, Austria, Switzerland) media club businesses

Aug. 1997 - Oct. 1998

Bertelsmann Club, Rheda-Wiedenbrück, Germany

Director of Customer Service

- . Operational management of about 300 employees in the areas: data gathering, call center and customer correspondence

Apr. 1996 - July 1997

**Bertelsmann Buch AG, New Markets in Eastern Europe,
Budapest, Hungary; Prague, Czech Republic; Vienna, Austria and Gütersloh, Germany**

Member of the Management Board

- . Know how transfer and support of local management of media club businesses in the Czech Republic and Hungary to ensure growth of business and optimize processes and structures

Jan. 1992 - Mar. 1996

McKinsey & Company, Inc., Düsseldorf, Germany

Management Consultant

- . Several engagements in Germany, Austria and Eastern Europe in different industries: IT, financial services, automotive, heavy industry
- . Project manager at Bertelsmann Buch AG in an exchange program with McKinsey & Company, Inc.: Market development and setup of processes and infrastructure for media clubs in the Czech Republic

Mandates and memberships

Since Oct. 2024

Beirat BW e.V., Stuttgart, Germany

Member of a leading competence network for advisory boards and supervisory boards of medium-sized companies in German-speaking countries

Since Oct. 2023

Hutter Trade GmbH & Co. KG, Günzburg, Germany

Member of the Advisory Board and Senior Advisor

Since June 2023

DDIM – Dachgesellschaft Deutsches Interim Management e.V., Düsseldorf, Germany

Member of the leading economic and professional association for interim management in Germany, committed to competence, results orientation and integrity

Since May 2023

ARCUS Elektrotechnik Alois Schiffmann GmbH, Munich, Germany

Deputy Chairman of the Advisory Board

Since June 2019

Alois-Schiffmann-Foundation, Munich, Germany

Member of the Foundation Board

Sept. 2021 - July 2022

German Chemical Industry Association (VCI), Frankfurt, Germany

Member of the Main Committee

May 2018 - July 2022

**German Coating and Printing Ink Association (VdL), Frankfurt, Germany
within European Printing Ink Association (EuPIA)**

May 2021 Chairman of the Board of printing ink sector
and Member of the Advisory Board

May 2018 Member of the Board of printing ink section
and Chairman of the project group drupa (trade fair of graphic arts industry)

Feb. 2017 - July 2022

Messe Düsseldorf GmbH (trade fairs), Düsseldorf, Germany

Delegate of the German Coating and Printing Ink Association in the drupa committee

Studies

Oct. 1987 - Dec. 1991

University of Karlsruhe (KIT Karlsruhe Institute of Technology), Germany

Industrial Engineering and Management,
specialized in computer science and operations research (Diplom-Wirtschaftsingenieur)

Languages and qualifications

German (mother tongue)

English (fluent)

Czech (passive, basic)

French (basic)

Hungarian (passive, basic)

Polish (passive, basic)

Russian (passive, basic)

NASHER Negotiation Institute

Module 1: Negotiation Practitioner

Module 2: Negotiation Professional

Module 3: Negotiation Expert

IfUS – Institute for Corporate Restructuring

Masterclass Chief Restructuring Officer (CRO)

Interests

Classical music, travelling, swimming, cycling

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