Michael Mathias



Interim Executive | CEO | CFO | CRO | M&A | Private Equity

Mathias Consulting · Starnberg

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Available at short notice · DACH and international assignments

Executive Profile

International CFO, CRO, COO and managing director with more than 30 years of leadership experience in private equity-backed groups, listed corporations and mid-sized companies. Combines financial management with operational leadership, restructuring and M&A. Experienced in building decentralised organisations, leading cross-border transactions and implementing change with local management teams and international stakeholders.

Assignment Focus

- **CEO and General Management** Country and platform development, decentralised operations, international expansion and operational performance improvement.
- **CFO** Finance and controlling, cash and working capital management, planning, reporting and finance transformation.
- **CRO and Turnaround** Financial stabilisation, diagnosis of loss drivers, restructuring and implementation and tracking of operational measures.
- **M&A** Due diligence, valuation, negotiations, virtual data rooms, carve-outs, deal execution and post-merger integration.
- **Private Equity** Buy-and-build, portfolio company integration and performance improvement, with exit preparation and readiness among the assignment priorities.

Selected Results

- **Håndverksgruppen** Built the German platform of a PE-backed buy-and-build group, with operational responsibility for trade businesses typically employing 50–100 people.
- **H&H** Led strategic repositioning, carve-out and investor search through to signing in eight months. Reduced purchasing prices by 3% of procurement spend in an earlier CFO/CRO mandate.
- **Confidential industrial mandate** Reached break-even within nine months and increased revenue and order backlog by 30% in profitable project business.

Sectors and Markets

Industrial technology, mechanical engineering, additive manufacturing, automotive, trades and building services, consumer goods and beauty. Experience with PE portfolio companies, family-owned businesses and international groups. Assignments across DACH and internationally.

Recent Leadership Roles

Since 05/2012 Founder and Managing Director of **Mathias Consulting**, Starnberg. Advisory and interim management in general management, finance, restructuring and M&A.

2026
Interim

Interim Market Entry Manager

ECU Testing Ltd

UK / Germany / Italy · Automotive aftermarket

- Prepared German market entry for a UK specialist in testing and repairing electronic vehicle components and extended the project scope to Italy.
- Coordinated entity formation with management, legal and tax advisers, the notary and the Chamber of Commerce. Aligned P&L and cash flow planning with banking and KYC requirements.
- Developed and assessed UK–EU repair-and-return logistics options with DHL, UPS and customs specialists. Managed workstreams and milestones.

03/2023 – 06/2026
Permanent role

Head of Germany / CFO

Håndverksgruppen AS

Düsseldorf / Oslo · PE-backed buy-and-build group

- Built and scaled the German platform, developing the country organisation, finance function and reporting structures.
- Held operational responsibility for multiple independently managed trade businesses, typically with 50–100 employees. Led and supported local managing directors on financial, people and organisational matters.
- Integrated acquired businesses commercially and organisationally, aligning local needs with international group governance and management requirements.

07/2022 – 04/2023
Interim

Interim Head of M&A and Business Development

Zehnder Group AG

Gränichen, Switzerland · Listed industrial group

- Coordinated international acquisitions and M&A workstreams with internal functions and external advisers.
- Prepared and managed buy-side due diligence, set up and ran virtual data rooms, structured documentation and tracked information requests.
- Brought together financial, strategic and operational input for transaction and business development decisions.

11/2021 – 05/2022
Interim

Interim CFO

New Flag GmbH

Munich · Beauty and brand building

- Took on the CFO role and led finance and controlling at executive management level.
- Reorganised the finance function, developed controlling and took responsibility for cash management.

Restructuring and Transactions

07/2019 – 03/2020
Interim

Interim CFO / Head of M&A

H&H Gesellschaft für Engineering und Prototypenbau mbH

Leopoldshöhe · Mechanical engineering and additive manufacturing

- Developed a new strategy and business plan, prepared a business unit carve-out and led the investor search.
- Led the M&A process through to signing in eight months.

01/2018 – 04/2019
Interim

Interim CFO / CRO

H&H Gesellschaft für Engineering und Prototypenbau mbH

Leopoldshöhe · Mechanical engineering and additive manufacturing

- Delivered a restructuring in response to deteriorating earnings and limited process visibility.
- Introduced management reporting and a QlikView dashboard, standardised procurement and reorganised front- and back-office sales operations.
- Reduced purchasing prices by 3% of procurement spend.

01/2018 – 12/2020
Interim

Interim Head of Post-Merger Integration

China State Shipbuilding Corporation CSSC

Winterthur / Beijing / Shanghai · Industrial engineering and engines

- Led international post-merger integration and cross-functional coordination in a Swiss–Chinese business environment.

02/2012 – 07/2014
Interim

Interim Carve-out Manager / PMI Project Lead

China State Shipbuilding Corporation CSSC

Winterthur, Switzerland · Industrial engineering and engines

- Managed an international industrial carve-out and integration project.

Additional Interim Assignments

05/2021 – 07/2022
Interim

Head of Sales & Marketing

Axians Industrial Applications & Services GmbH

Set up the sales organisation and processes for logistics software.

04/2019 – 07/2019
Interim

Interim CFO

London Fox plc.

London · Consumer goods

06/2016 – 09/2016
Interim

Procurement Optimisation Project Manager

Coherent Inc. / Rofin Sinar Inc.

Lasers and machine tools

07/2014 – 06/2016
Interim

Confidential Industrial Assignments

Automotive · additive manufacturing · chemicals · consumer goods

- Restructuring and advisory work on profitability analysis, production KPIs, sales prioritisation and streamlining administrative processes.

Earlier Executive Roles

01/2009 – 05/2012
Permanent role

CFO / COO / Executive Vice President

Von Roll Holding AG

Wädenswil, Switzerland · International industrial group

- Led finance and operations across more than 30 sites in 19 countries and directed regional and global turnaround and operational excellence programmes.
- Introduced a common Six Sigma quality system, integrated production companies and reorganised international R&D.

01/2007 – 01/2009
Permanent role

CFO / Managing Director

Carl Zeiss AG / Carl Zeiss MicroImaging GmbH

Germany · Microscopy and industrial technology

- Led finance, controlling, M&A, HR, legal and supply chain and held supervisory board roles in the USA and Japan.
- Delivered site consolidation, including financial assessment, communications planning and negotiations with employee representatives.

05/2001 – 01/2007
Permanent role

CFO / Vice President Business Controlling
Henkel KGaA
Düsseldorf and international · Consumer goods and chemicals

- Held international finance and business controlling leadership roles.

12/1992 – 05/2001
Permanent role

Subsidiary CFO / CFO Export & Duty Free / Business Development
Imperial Brands / Reemtsma
Hamburg and international · Consumer goods

- Held international commercial and finance leadership roles, including a two-year CFO assignment in Ukraine.

Education and Executive Development

1986 – 1992

Diplom in Industrial Engineering
Hamburg University of Technology

2005

Entrepreneurship & Innovation
IESE Business School, Barcelona

2002 and 2000

Supply Chain Management · Leadership and Team Building
INSEAD, Fontainebleau

2001

International Management
IMD, Lausanne

Languages · Systems · Professional Membership

- **Languages** German native · English business fluent · Russian basic
- **Systems** SAP, Microsoft Navision, BAAN, Salesforce, SAP CRM and QlikView, with experience in international ERP, reporting and transformation programmes.
- **Membership** DDIM, the German Interim Management Association