

# Kai Uebach

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\* 09.06.1963 in Siegen • married, 3 children



## Internationally experienced CEO, Managing Director, Division Leader, Head of Sales and Board Member/Chairman

### Enthusiastic and innovative manager with entrepreneurial genes and strong sales and restructuring skills

Results-oriented, internationally experienced CEO, Managing Director, Division Manager and Supervisory Board Member with comprehensive expertise in the telecommunications, high-tech, energy, defense and start-up industries.

Experienced in sales, business development, M&A and corporate realignment. Proven track record in strategic business development, restructuring, internationalization (EMEA, Asia), structuring of financings and acquisitions and generation of exceptional, profitable revenue growth.

Accustomed to acting at government and owner level. Personal convincing due to a confident and committed appearance, a designer and driver mentality as well as a respectful and assertive way of communication with employees and colleagues.

### Professional and personal focal points

| corporate governance   | sector knowledge  | personality   |
|--|---|---|
| <ul style="list-style-type: none"><li>Management/Strategy</li><li>Sales &amp; Marketing</li><li>Business Development</li><li>Restructuring/Realignment</li><li>Finances/M&amp;A</li><li>CEO/Board/Chairman</li></ul> | <ul style="list-style-type: none"><li>Telecommunications</li><li>High-Tech Industry</li><li>Energy</li><li>Defense</li><li>Tech Startups</li><li>Digitalization</li></ul> | <ul style="list-style-type: none"><li>Client orientation</li><li>Lateral thinker &amp; solution finder</li><li>Strong communication skills</li><li>Intercultural competence</li><li>Motivator/Creator</li></ul> |

### Career history

**09/2024 – today**      **Interim Management|** Frankfurt/Germany |

#### CEO / C-Level Consulting

##### Tasks/Mandate

- CEO Fiber Project Company
- Management Consulting Strategy, Sales & M&A

**01/2023 – 08/2024**      **Vantage Towers AG |** Duesseldorf/Germany | Managing Operations and Rollout of Vantage Towers Germany | >250 Employees, more than 20.000 Sites, >400 Mio Revenue

#### Managing Director Germany

##### Tasks/Mandate

- Running Vantage Germany as a quasi independent unit within Vantage Towers AG
- Keeping/enhancing relationship to Top Customer and Partner Stakeholder such as VF, 1&1, DFMG, ATC, Fuchs Europol etc.
- Implementing various Transformation Projects

- Presenting VT Germany to Investors, managing investor driven business analyses

#### Results

FY 24 Targets of Vantage Towers AG overachieved, FY 25 overall target close to be achieved, despite massive roll-out delays caused by Vodafone late orders | Various Transformation Project successfully implemented such as TIMS, Power Cost Reductions, Smart Meter Projects, massive built-out lead times reduction etc. | Introduction of innovative solutions for Hybrid Power Generation and Semi-permanent Towers | 1&1 rollout finished in CY203 with promised site rollout targets, despite structural challenges

**12/2021 – 12/2022**    **Gigabitregion FrankfurtRheinMain GmbH** | Frankfurt/Germany | Managing fiber-optic rollout in the FrankfurtRhineMain gigabit region | 139 cities and municipalities, 3.4 million people

#### Managing Director

##### Tasks/Mandate

- Building up the company
- Manage fiber-optic rollout program for Metropolitan Region by setting up a Program Management Office for Telecommunication Industry and Municipalities/Cities
- Ensure that 50% of households and all businesses will have FTTH/B access in 2025

#### Results

Within 1 year more than 120 Municipalities agreed on a built-out with a Fiber Partner e.g. DT, Deutsche Glasfaser, Deutsche Giganetz etc. | Consulted several Municipalities concerning technical roll-out standards | Mediated fall-outs of Fiber Partners vs Municipalities on quality of rebuilt surface | Results achieved well below financial budget

**03/2020 – 03/2021**    **DZS GmbH, a DZS Company** | Hannover/Germany | Leading manufacturer of telecommunication systems for broadband access | USD30+ million turnover | 120 employees

#### Managing Director, President EMEA DZS

##### Tasks/Mandate

- Responsibility for Sales & Operations EMEA of DZS Holding
- Managing P&L of Keymile GmbH/DZS GmbH including factory
- Leading member of global product board

#### Results

103% target achievement despite COVID effects | strongly positive cash flow through optimization of asset management

**01/2015 – 07/2023**    **ACL ASEAN | Golden Towers** | Cayman/Singapore/Saigon/Vietnam | Leasing provider of mobile network towers | USD2 million turnover, asset value > USD8 million | 20 employees | 340 mobile radio tower locations under management

**06/2018 – 07/2023**    **Executive Chairman of the Board of Golden Towers | Investor**

##### Tasks/Mandate

- Responsibility for Operations, Business Development and Development, Investor Relations

#### Results

Restructuring of the local company from negative to strongly positive cash flow, EBITDA ratio subsequently at +30%, most profitable provider in Vietnam | Significant OPEX reduction through optimization of power management at the tower locations | Preparations initiated for merger with competitors by 12/2019

07/2017 – 05/2018 **Designated Executive Chairman of the Board of Golden Towers | Investor**

**Tasks/Mandate**

- Operational control of the holding company, strategic consulting of investors
- Design and implementation of measures to regain control of the company by investors

**Results**

Hostile takeover attempt successfully fended off by local management with support of authorities and local employees | Control of company by major investors established by bundling all investor interests

01/2015 – 06/2017 **Member of the Board of ACL ASEAN (start of activity parallel to MapCase)**

**Tasks/Mandate**

- Divisional responsibility for the operation of the Vietnam operation
- Process definition and implementation for the purchase and operation of mobile sites
- Investor Relations

**Results**

Purchase of 340 mobile phone towers in 6 months | First misconduct of operational management uncovered

01/2015 – 06/2017 **MapCase Media GmbH** | Eschborn/Germany | Startup, provider of customer interaction and tracking apps for skiing, hiking and cycling, digitization consulting | €900,000 turnover | 18 employees

**Managing Director**

**Tasks/Mandate**

- Management of the company, investor relations, completion of a financing of at least €1 million
- Transfer of management to founding partner after successful financing

**Results**

More than €1.4 million VC investment negotiated and successfully completed | More than 100,000 participants in ski app active | Featuring of app in App Store | GoreTex consulting project for digital customer interaction won | Contract for development of customer interaction app for RWE subsidiary acquired and successfully implemented (<https://wattfuerdich.de>) | Preparations work for development of CRM system for hotels and tourism successfully completed | Management handed over to founder shareholder

05/2011 – 09/2014 **TalkPool AG** | Chur/Switzerland | <http://www.talkpool.com> | International listed telecommunications service provider | USD20 million turnover

**Member of the Board of Directors | Business Development, Sales**

**Tasks/Mandate**

- Increase profitability in the core markets in Africa, Central America and Europe, market entry into new markets, especially Germany

**Results**

Doubling of turnover through market entry in Mexico to USD20 million | TalkPool Deutschland AG founded | Market entry in Germany achieved through first orders from mobile radio equipment suppliers | First M&A talks led to expansion of market presence

**01/2008 – 12/2010**    **TELECEL GLOBE LTD** | Cairo/Egypt | Mobile Communications Holding, subsidiary of Orascom Telecom, today Global Telecom Holding | USD180 million turnover | 250 employees | 700,000 Subscribers

**CEO/Vice Chairman of the Board**

**Tasks/Mandate**

- Founding of a new pan-African Mobile Operator Holding and acquisition of African mobile communications operators as a subsidiary of Orascom Telecom Holding
- Development and implementation of a global brand strategy for the newly acquired mobile networks, which was capable to position the holding's 4 mobile operators as the number 1 or 2 brand in their respective markets
- Centralization of purchasing and marketing activities
- Restructure key cost elements, including implementation of a remote control solution for hybrid power supplies of radio sites
- Leading M&A negotiations with major African competitors
- Participation in M&A negotiations of Orascom Telecom / MTN / Vimpelcom

**Results**

110% increase in mobile communications customers, 32% increase in revenue, 22% increase in EBITDA margin within one year through quality improvement of mobile communications infrastructure and establishment of 3 of the 4 managed mobile communications networks as No. 1 brand in the respective markets | Fastest growing mobile networks holding in Africa | Profitable sale of sub-holding in the course of the sale of Orascom Telecom to Vimpelcom

**01/2007 – 10/2007**    **MDC VELCOM, today A1** | Minsk/Belarus | [www.velcom.by/en](http://www.velcom.by/en), today [www.a1.by/en/](http://www.a1.by/en/) | Mobile Operator | USD300 million turnover | 400 employees

**Managing Chairman of the Executive Board (Executive Chairman)**

**Tasks/Mandate**

- Restructuring the company with the aim of increasing its turnover and market share and subsequently selling the company
- Revision of the brand, reorientation of marketing measures through new market segmentation and innovative, youth-oriented marketing campaigns
- Supervision and coaching of local management in strategic decisions and improvement measures to increase financial performance
- Improvement of the competitive situation through an innovative pricing strategy
- Further development of product development, marketing, sales and customer service
- Conducting negotiations with potential buyers

**Results**

Sale of the company for USD1.6 billion instead of the expected USD1.2 billion within 1/3 of the estimated time due to new, outstanding financial results | Sales increase of >15% above market average while maintaining profit margin by improving network availability and reducing purchase prices by up to 50 % for mobile infrastructure | Increase in market share from 40% to 60% for new customer acquisition and the total subscriber base by 20% within 6 months by repositioning the brand from "good and expensive" to "young and trendy".

**11/1987 – 03/2007**    **Siemens AG - Mobile Networks** | Munich/Germany | [new.siemens.com](http://new.siemens.com) | Technology Leader Electronics/Electrical Engineering | €75.2 billion turnover | 380,000 employees

**06/2003 – 03/2007**    **President - Mobile Networks EMEA** | Mobile Networks | €1.8 billion turnover | 1,500 employees worldwide

**Tasks/Mandate**

- Business responsibility for sales and deployment of mobile networks in Northern Europe, Middle East and Africa

- Overall responsibility for sales, project implementation, personnel, law, administration
- Personal customer care at CEO level/highest government level
- Contract extended by 3 months parallel to VELCOM at employer's request
- Key Accounts: Telefónica | Telenor/Vimpelcom | KPN | FT/Orange | BT | ooredoo | Vodafone | Deutsche Telekom | Orascom Telecom

#### Results

100% sales growth from €900 million to €1.8 billion within 3 years through regionalization of account managers and centralization of back-office functions | Five-fold increase in profits within 2 years through centralization of product offerings and focus on time to market | Significant increase in the share of key account orders through personal top management coverage | Increase in employee satisfaction by 20% and in productivity by 30% through open communication and transparent effectiveness enhancement programs | First prize in Productivity Improvement Program at Siemens Network, finalist in Customer Focus Program

- 2001 – 2003      **Senior Vice President - Head of Sales EMEA** | Mobile Communications | €1.4 billion turnover | 200 employees incl. RHQ Dubai
- 1997 – 2001      **Vice President & Head of Sales APAC / MEA / North America / Satellite Systems** | Mobile Communications | €500 million revenue | 120 employees
- 1994 – 1997      **Project Director E-Plus** | Mobile | €70 million turnover | 3 employees

#### 11/1987 – 06/1994      **Siemens AG - Radio and Radar Systems**

##### Project Manager NIS

##### Tasks/Mandate

- Development and sales of the new NATO Identification System based on radar and laser components
- Coordination of project teams from five nations (USA, UK, Italy, France, Germany)

##### Results

Successful acquisition of more than €50 million in development and integration orders despite budget cut | Continuous overachievement of sales and earnings targets

#### Supervisory Board mandates

**BAKCELL** | Baku/Azerbaijan | 01/2007 – 06/2009 | (parallel to Telecel Globe and MDC Velcom) | [www.bakcell.com/en](http://www.bakcell.com/en) | Mobile network operator | €330 million turnover | 600 employees

- Chairman of the Supervisory Board

#### Training and further education/additional qualifications

- 02/1984 – 07/1987      **Dipl.-Ing. Telecommunications** | University of Applied Sciences | Dieburg  
Focus: Communications engineering
- 09/1982 – 02/1984      **Military Service** | FlaRak Nike Hercules | Burbach/NRW
- 09/1973 – 05/1982      **Abitur** | Gymnasium am Löhrtor | Siegen

#### Management Seminars

- The Supervisory Board, ESMT/Handelsblatt
- Company Co-operations: Strategies, organization and successful management
- Company Evaluation, Mergers & Acquisitions

#### Specific further training

- **Project Management:** Prince2

- **IT knowledge:** Microsoft Office | Slack | Trello | Google | Pipedrive | Scrum | Salesforce
- **Language skills:** German (mother tongue) | English (business fluent) | French (basic knowledge)

#### Long-term professional stays abroad

- Cairo/Egypt (01/2008 – 12/2010) | Minsk/Belarus (01/2007 – 10/2007)

#### Further information

- **Commitment:** Sponsoring Spielvereinigung 09 Niederndorf | UNICEF
- **Membership:** Business Angels Frankfurt | Alpenverein | Spielvereinigung 09 Niederndorf e.V.
- **Interests:** Mountain Hiking, Golf, Stock Exchange and Sport/Fitness

#### Investments via Whitestone CN LTD (own investment company)

**Smart Contact GmbH** | Eschborn/Germany | 09/2016 – today | <https://mysmartcontact.com> | Startup, Contact Management and Customer Interaction App | 12 employees

- Fiduciary Management in Germany/Sparring Partner for Founder

**Y-Digitize GmbH** | Eschborn/Germany | 01/2019 – 09/2019 | Startup | Provider of an innovative CRM solution for hotels and tourism | €300,000 Lifetime Value Contracts | 12 employees

- Interim Managing Director, operation discontinued despite two financing commitments in excess of €500,000 due to loss of key employees

**COBI GmbH** | Frankfurt/Germany | 06/2014 – 09/2017 | <https://cobi.bike/de> | Startup, Inventor of Connected Biking | Hardware and Software for Smart e-Bike Control

- Representative of Angel Investors on the advisory board | Exit: successful sale to Bosch

**Scrive AB** | Stockholm/Sweden | 07/2013 – 08/2017 | <https://www.scrive.com> | Startup, market leader in northern Europe for e-Signing & Verification

- Support in development from start-up to market leader Northern Europe | Exit: successful sale

**TalkPool AG** | Chur/Switzerland | 05/2011 – 09/2014 | <http://www.talkpool.com> | International Telecommunication Service Provider | Listed on the stock exchange

- Exit: successful sale

#### Short Term Assignment

- **Gigafiber GmbH (09.2024 – 11.2024):** Built and operate a resilient, high available Fiber Optic network along the German railway track