



# CLAUDIA KRATZ

INTERIM MANAGEMENT

## ABOUT ME

Strong finance executive with twenty years of global experience in a unique blend of commercial operational roles, project and risk management, mergers & acquisitions, financial services and CFO positions.

Active in several business areas - Transportation, Finance and Renewables - and with international expertise from assignments in Mexico, Germany, Russia and Spain.

Committed, loyal and responsible as a manager and colleague, with a distinct hands-on mentality and analytical view. Motivation through transparency and reliability with clear targets.

## CONTACT

**Claudia Kratz**  
**+49 173 4071683**  
**Claudia.kratz@imskratz.de**  
**Strutzhang 4, 22399 Hamburg**

## CORE QUALIFICATIONS

- Leadership
- Project management
- Change management
- Risk and Opportunity management
- Performance management
- Business planning
- Cost reduction
- Financial administration
- Entrepreneurial mindset

## EXPERIENCE AT A GLANCE

<b>11/2021 to 09/2022</b>	Project at Siemens Financial Services GmbH, Business Unit Equity Finance: <b>Implementation of the strategic realignment of equity finance business</b>
<b>11/2021 to current</b>	<b>Director</b> and founder of <b>Interim Management Solutions Kratz GmbH</b> , Hamburg, Germany
<b>07/2019 to 10/2021</b>	<b>Onshore CFO for Region North Europe &amp; Middle East</b> at Siemens Gamesa Renewable Energy, Hamburg, Germany
<b>11/2018 to 06/2019</b>	<b>Deputy CFO Business Unit Onshore</b> at Siemens Gamesa Renewable Energy, Zamudio (Bilbao), Spain
<b>04/2017 to 10/2018</b>	<b>CFO Industry and Healthcare Finance</b> (IHf global) at Siemens Financial Services GmbH, Munich, Germany
<b>09/2014 to 03/2017</b>	<b>Commercial head of global locomotive business</b> at Siemens AG, Erlangen, Germany
<b>09/2011 to 08/2014</b>	<b>Commercial head of division Rail Systems Russia/ Central Asia</b> at Siemens OOO, Moscow, Russia
<b>10/2008 to 09/2011</b>	<b>Project Director</b> in Corporate Finance <b>Mergers, Acquisitions and Post Closing Management (CF MAP)</b> , Siemens AG, Munich, Germany
<b>12/2002 to 09/2008</b>	<b>Several Sales, commercial project management and management roles</b> , Siemens AG, Krefeld/Erlangen, Germany
<b>03/2000 to 11/2002</b>	<b>Commercial Project Manager</b> , Babcock Borsig Power Energy GmbH, Oberhausen, Germany

# CLAUDIA KRATZ

## INTERIM MANAGEMENT

### EXPERIENCES IN DETAIL

**11/2021 to 09/2022:** Project at Siemens Financial Services GmbH, Business Unit Equity Finance: **Implementation of the strategic realignment of equity finance business**

- Development and implementation of a model to review and quantify the strategic fit of investment activities
- Development of a model for portfolio monitoring based on selected investment criteria
- Strengthening of communication channels between central and regional units
- Developing options for reorganizing the risk organization
- Supporting the regional management team in reviewing the regional strategy

**11/2021 to current:** Director and founder of **Interim Management Solutions GmbH**, Hamburg, Germany

- Recently founded **company to support clients in need of interim solutions** with expertise and hands-on mentality
- The **offered services cover any kind of CFO and CFO-like interim needs**, as well as commercial project management roles in a broad definition, transformation and strategy implementation projects **and other roles**.

**07/2019 to 10/2021:** Onshore CFO for region North Europa & Middle East at Siemens Gamesa Renewable Energy, Hamburg, Germany

#### Key highlights

- **CFO standards** such as creating full transparency on the business' situation, the project back-log and pipeline, overseeing and validation of controlling for planning, budget and financial reporting; P&L and B/S
- **Implementation of the relevant corporate strategy** with a regional focus
- Identification and implementation of **development opportunities, cost reductions and process improvements**
- Active support of **piloting ERP system harmonization** in parallel in several countries of the region
- Further **development of the expertise of regional finance organization** with special focus on project, claim and risk management while promoting the ownership culture through **empowerment**
- Role of the **trusted partner of the respective CEO** in all strategic and operational matters
- **Member of the Managing Board** of Siemens Gamesa Renewable Enerji Anonim Sirketi, **Turkey**.

**11/2018 to 06/2019 :** Deputy CFO Business Unit Onshore at Siemens Gamesa Renewable Energy, Zamudio (Bilbao), Spain

- **CFO standards** such as ensuring full transparency of the relevant businesses assigned, compliance with global policies and processes, risk management and close interaction with different teams of experts such as accounting, treasury, tax, legal or human resources
- Leading a **cross-functional and cross-regional strategic program to leverage on the strength** of the organization covering all relevant areas of the business unit
- Active **change management** in a volatile environment
- **Enabling decisions** based on analyses' and scenarios
- **Member of the Management Board** and Member of the Regional Audit Committee of Siemens Gamesa Renewables Power Private Limited, **India**.

# CLAUDIA KRATZ

## INTERIM MANAGEMENT

**04/2017 to 10/2018 : CFO Industry and Healthcare Finance (global) business unit** at Siemens Financial Services GmbH, Munich, Germany  
SFS IHF business unit provided tailor-made financing for specific transactions in the industrial, healthcare and infrastructure markets worldwide.

### Key highlights

- **CFO standards** in the financial sector such as generating accurate financial forecasts and budgets, ensuring compliance with global policies and processes and closely interacting with different teams of experts such as accounting, treasury, tax, legal or human resources
- **Long-term portfolio planning, strategy development and implementation**
- Leading a **highly qualified global team across multiple time zones** with focus on the U.S. (New Jersey area) and Asia
- Further development and strengthening of the **digital transformation** including the establishment of **best practice sharing**
- **Strengthening the culture and values** of Siemens Financial Services with a special focus on improved mutual understanding between the operating business areas of Siemens and SFS as a financing partner
- **Additional advisory roles:**
  - Siemens Public, Inc., Member of the Advisory Committee
  - Siemens Financial Services, Inc. Member of the Advisory Committee
  - Siemens Finance & Leasing GmbH, Member of Consulting Committee
  - Siemens Bank GmbH, Member of Consulting Committee
  - Siemens Project Ventures GmbH, Member of Consulting Committee.

**09/2014 to 03/2017: Commercial head of global locomotive business unit** thus covering the entire value chain of engineering, production, sales and project management at Siemens AG, Erlangen, Germany.

### Key highlights

- **CFO standards** such as ensuring full transparency of the relevant business area across all countries and locations, with a particular focus on US business and Russia, ensuring compliance with global policies and processes or overseeing and validation of controlling for planning, budget and financial reporting; P&L and B/S
- Enabling the **transformation** from a **project-oriented business model into a product-oriented business model**
- Focus area: development of solutions for all **commercial aspects** within the value chain, which successfully **enable the production and sale of a locomotive as a ,commodity'**.

**09/2011 to 08/2014: Commercial head of division Rail Systems Russia/Central Asia** at Siemens OOO, in Moscow, Russia

Thus, being accountable for the financial part of sales, project management and maintenance for all types of rolling stock (high-speed and suburban trains, subways, light rail, and locomotives) in Russia and Central Asia.

### Key highlights

- **CFO Standards** such as ensuring full transparency of the relevant business area across all countries and locations, overseeing and validation of controlling for planning, budget and financial reporting P&L and B/S, Risk management internally and externally

# CLAUDIA KRATZ

## INTERIM MANAGEMENT

- **Liaise closely with different teams of experts** such as customs, compliance, accounting, treasury, tax, legal or human resources
- **Expanding and maturing the regional finance organization** to cover business growth in all areas of expertise (e.B. commercial project management, controlling, service management, customs, currency management)
- Active support of an **international ERP system implementation**
- Successful **handling of the monopoly customer RZD** (Russian Railway Company)
- **Ensuring the local content supply chain** including the purchase of essential core components of the vehicles via the newly founded joint venture Ural Locomotives (see M&A experience).

**10/2008 to 09/2011: Project Director** in Corporate Finance **Mergers, Acquisitions and Post Closing Management (CF MAP)** at Siemens AG, Munich, Germany.

### Key highlights

- **Review and execution of M&A transactions** in all three areas of acquisition, divestments, and joint ventures, initially contributing, later as responsible project director with a special focus on **joint ventures**
- Execution of **due diligence processes** and coordination of central and decentral teams of experts
- **Analysis and preparation of scenarios as input** to decision-making processes of the Siemens Managing Board regarding M&A activities
- **Selection and coordination of investment banks**, auditors, and other external consultants
- **Key project Ural Locomotives Joint Venture: Negotiation lead on behalf of Siemens and head of the expert team** for the establishment of the joint venture company Ural Locomotives with the Russian partner Sinara Transport Machines in 2010 in **Yekaterinburg, Russia**. Later also negotiation of the expansion of the production portfolio to commuter trains.

**12/2002 to 09/2008 : Sales, commercial project management and management roles**, Siemens AG, Rolling Stock, Krefeld and Erlangen, Germany.

### First managerial positions

- 2006 to 2008 **Management of the segment ‚VAL‘** (fully automated light subways) with projects mainly in France but also Asia
- 2007/2008 Special Assignment, **commercial management of the sales initiative „Mass Transit goes India“**
- 2004 to 2006 leading **commercial manager of a project bundle** and the identical sub-segment for **light rail projects** in Hungary and Portugal.

### Individual contributor roles from 2002 till 2004

- Managing and processing **tenders for components, vehicles, and partly turnkey projects**, as well as negotiation of customer contracts
- Responsibility for **project cost calculations, risk and contract management** including FIDIC conditions
- **Claim management** and project procurement management
- **Proper project and cost controlling** and proper reporting on project development in international projects.

**03/2000 to 11/2002: Commercial project manager** at **Babcock Borsig Power Energy GmbH**, Oberhausen, Germany

# CLAUDIA KRATZ

## INTERIM MANAGEMENT

### EDUCATION

---

- 1999 - Diploma, University of Cologne, Germany, **Diploma in Economics and Regional Sciences of Latin America**
- 1998 – **Internship at Thyssen Mexico** S.A and Thyssen Rheinstahl Technik, Mexico City, Mexico with focus on **renewables** (seawater desalination plants)
- 1995 **Diploma Superior de Estudios Hispánicos**, Universidad de Málaga, Spain
- 1992 **Diploma from German secondary school** qualifying for university admission.

### ADDITIONAL QUALIFICATION

---

- **Certificate as IMI Qualified Mediator** (International Mediation Institute – [www.imimmediation.org](http://www.imimmediation.org))

### LANGUAGE SKILLS

---

- **German:** first language
- **English:** proficient, business fluent
- **Spanish:** upper intermediate