

Prof Dr Utz Claassen



**“Most Innovative Entrepreneur International 2016”, Innovation Award of the German Economy – THE WORLD’S FIRST INNOVATION AWARD®, Patronage of EU Commissioner Digital Economy & Society**

**Founder, Main Shareholder and CEO/Chairman of the Executive Board of Syntellix AG, Hanover (“Innovator of the Year 2017” in Germany)**

**Executive Chairman and CEO of Syntellix Asia Pte. Ltd., Singapore**

**Chairman, Hydrogen Vehicle Systems Ltd (HVS), Glasgow/Scotland**

**COO & Executive Director (“The Quarterback”) of Mountain & Co. I Acquisition Corp., Wilmington/Delaware**

**Senior Advisor, Cerberus European Investments LLC., New York**

**Actively teaching Honorary Professor at the Gottfried Wilhelm Leibniz University of Hanover, Institute of Controlling, and Ambassador of the Leibniz University, Hanover**

**Previously, CEO of EnBW Energie Baden-Württemberg AG, Sartorius AG and Solar Millennium AG as well as CFO of SEAT, S.A., and Member of the Executive Committee (“Comex”) of Electricité de France (EDF), Paris**

**Member of various Advisory Boards (incl. Deutsche Bank)**

**Awardee of various national and international honors, orders, distinctions and decorations**

**More than 100 publications (4 of which being books in sole authorship that have reached and appeared in German top 10 bestseller lists) as well as countless lectures and speeches at home and abroad**

Utz Claassen (born on the 7<sup>th</sup> of May, 1963, in Hanover) is a top manager, management consultant, entrepreneur, investor, scientist, publicist and author with widespread international experience. As the only German manager of his generation, he was responsible for and succeeded in three major, large-scale corporate restructuring and turnaround processes. Jeremy Rifkin, Founder and President of the Foundation on Economic Trends in Washington, D.C., called Claassen *one of the leading managers of the German economy*, and Helmut Maucher, the Honorary President of Nestlé AG, even described Claassen as one of *“the most successful and courageous managers of our time”*. At the age of 22, Utz Claassen received his “Diplom” (equivalent of a master’s degree) in economics from the University of Hanover, with the best result in the faculty’s history. After that, he became the first German in the almost 800 years of Oxford’s university history to be President of the postgraduates of Magdalen College and President of all postgraduates of the University of Oxford at the same time. A few days after his 31<sup>st</sup> birthday, Claassen was appointed Executive Vice President Finance of SEAT and thus became the youngest brand vice president in the Volkswagen Group’s history. At the age of 39, he became CEO of one of the largest German utility corporations. Also in 2003, he was honored as Germany’s first “Knowledge Manager of the Year”. Claassen is the only manager and entrepreneur who has been successful in all three size categories of the “Innovation Award of the German Economy – The World’s First Innovation Award®”. Besides that, Claassen was the first German worldwide who acquired the majority of the shares of a professional soccer club. He speaks fluent English and Spanish, and he has worked for companies and held positions in three continents. In April 2016, Utz Claassen received from the hands of EU Commissioner Günther Oettinger the award as “Most Innovative Entrepreneur International 2016”, two year’s after Amazon’s Jeff Bezos was honored as “Most Innovative CEO International” by the same organizers.

As early as June 1981, Utz Claassen had become known to a multimillion television audience after he had been invited into one of Germany’s most popular nationwide Saturday evening TV shows, based on his historically unique German high school / A level performance. Ever since, he has been highly present in the media, also through many TV appearances in various countries, with contributions on economics, politics, culture, and sports. German business papers Handelsblatt and Financial Times Deutschland called him a *„high flyer”*, for the highly respected Sunday paper Frankfurter Allgemeine Sonntagszeitung he was *„the energy giant”*, Manager Magazin portrayed him as *Germany’s toughest restructurer*, Welt am Sonntag saw him as one of *“the toughest managers in Germany”*, and one of *„the most talented managers of the country”*. The intellectual weekly paper Die Zeit called him *„man without limits”*, the French paper Les Echos described him as a real *„star of the economy right of the river Rhine”*. Frankfurter Rundschau wrote about Claassen: *„He is more intelligent than most managers may dream of.”* BILD, the paper with the widest circulation in Europe, called him *„A role model”*, and the Atlantic Times stated: *„Utz Claassen is Germany’s wunderkind”*. The Asia Pacific Times wrote about Claassen: *„The head of the BDI’s Innovation Strategies and Knowledge Management initiative is regarded by experts as a major innovator and guiding intellectual force in the German economy.”* The business magazine Econo called him in a front page title *„The Billion Man”*. The North German broadcasting company (NDR) described him in television as *“A man of incredible drive”*. Leading German Newsmagazine Der Spiegel commented: *“He is one of the most intelligent German Managers”/“the Manager-Wunderkind at all”*. Frankfurter

Allgemeine Sonntagszeitung called him “*Genius of the German economy*”. Die Zeit described him as “*dazzling shining light amongst managers*” and “*attraction for shareholders*”, and Nürnberger Zeitung simply named him “*Starmanager*”. In September 2019, The Citizen wrote that the innovative magnesium technology he “*is bringing to the world’s attention, could be the biggest disruptor in the surgical and orthopaedic industry in the past decade.*” In April 2021, Frankfurter Allgemeine Zeitung (FAZ) called him “*Multimanager*” and “*Bridge Builder*”, the latter with respect to his activities in Singapore.

## **Education:**

1979	Certificate of Proficiency in English of the University of Michigan, Ann Arbor
1980	High-school diploma (“Abitur”) in Hanover (approx. two years ahead of schedule) (numeric average grade: 0.7 [grade scale ranging from 0.7 (best) to 6.0 (worst)])
1981 – 1985	Economic and management studies at the University of Hanover, Germany; temporarily, additionally medical studies at the Hanover Medical School (“MHH”)
1983	Intermediate examination in economics and management studies at the University of Hanover (“Vordiplom”, roughly equivalent to bachelor’s degree) (average grade: 1.0 [grade scale ranging from 1.0 (best) to 5.0 (worst)])
1985	Degree in Economics/Management Studies at the University of Hanover (“Diplom-Ökonom”, equivalent to master’s degree) (average grade: 1.0 [grade scale ranging from 1.0 (best) to 5.0 (worst)])
1985 – 1987	Michael Wills Scholar at Magdalen College, University of Oxford (as first economist ever); Research activities at Templeton College, The Oxford Centre for Management Studies
1986 – 1987	President of all post-graduate students of Magdalen College (“MCR President”) and of the entire University of Oxford (“GRC President”)
1989	Doctorate in Political Science at the University of Hanover (thesis on technology transfer within an international empirical context) (grade: 1.0 [“magna cum laude”])

## **Professional Career:**

<b>1987 – 1989</b>	<b>McKinsey &amp; Co. Inc., Duesseldorf, Germany</b> <b>Management consultant (Associate/Senior Associate in project manager role)</b>  Central coordination of a broad Overhead Value Analysis; development of a completely new system to prevent unnecessary and uneconomic tools and rigs as well as analysis and action plan to optimize CKD processes in the automotive area; consultancy towards a state government regarding technology transfer; “Institutional Learning” concepts.
<b>1989 – 1992</b>	<b>Ford of Europe, Brentwood/Essex, U.K., and Cologne, Germany</b> <b>Various management positions</b>  Various management positions within the Ford of Europe organization with respective European responsibility, amongst others for Business Planning, Pricing Southern Europe (France, Italy, Spain, Portugal, Austria, and Switzerland), Finance Small Car Programs, and Product Cost Analysis; as responsible Fiesta controller, member of the first Ford of Europe cross-functional simultaneous engineering team; co-leader of Task Force Southern Europe resulting in substantial growth in all relevant markets, especially Italy (based on innovative “Product Plus” and “Power Plus” product and pricing strategy).
<b>1992 – 1994</b>	<b>Volkswagen AG, Wolfsburg, Germany</b> <b>Last position, Executive Director, Controlling Product Lines, and Deputy of the Executive Vice President, Controlling and Accounting, Volkswagen brand</b>

Entrance into Volkswagen AG on June 16th, 1992, as Head of Functional Controlling; from December 1st, 1992, Controller Research and Development; from June 1st, 1993, Head of the newly created area Controlling Product Lines; from June 10th, 1993, Deputy of the Executive Vice President, Controlling and Accounting, Volkswagen brand; from July 1st, 1993, Executive Director, Controlling Product Lines.

Member of the "Top Management" of the Volkswagen Group; as official deputy of the Executive Vice President, Controlling and Accounting, member of the preparation committee for decisions of the Executive Board as well as various participations at meetings of the Executive Board of the Volkswagen brand; numerous supervisory board mandates, amongst others at Volkswagen Group United Kingdom Ltd., Volkswagen Bratislava, Volkswagen Bordnetze GmbH (Berlin), Volkswagen Elektrik Sistemleri (Istanbul), DAUG-Hoppecke GmbH (Brlon), Neuland GmbH (Wolfsburg) as well as Deutsche Automobilgesellschaft (Brunswick).

Introduction of Target Costing and Target Investment throughout the Volkswagen brand; reorganization from functional "Controlling Research and Development" into process oriented "Controlling Product Lines", with respective responsibility for all products of the Volkswagen brand; as "Task Force A 3" coordinator, responsible (together with the operative Executive Vice Presidents, under chairmanship of Group CEO Piëch) for Golf profit improvement program resulting, through substantial cost reduction as well as sales and distribution optimization, in positive profit impact of around DM 1 billion.

**1994 – 1997**

**SEAT, S.A., Barcelona, Spain**  
**Executive Vice President Finance and Permanent Substitute of the President**

Numerous supervisory board mandates, amongst others at Volkswagen Group U.K. Ltd., SEAT Motors International (Amsterdam) and Europcar GmbH; Chairman of the Supervisory Board of VAESA (Volkswagen Audi España) as well as of SEAT France, S.A.; frequently, participation in Volkswagen Group Executive Committee meetings to present SEAT information and interests; from 1996, regular participation in meetings of Volkswagen Group Product Strategy Committee.

Stringent and successful restructuring after 1993 loss of around DM 2 billion with negative return on sales of approximately minus 40 percent; return into profits within 3 years, i.e. in 1996; substantial cost reductions in all areas through introduction of Product Business Plans as well as profit oriented sales controlling, resulting in profit improvement of around DM 2 billion annually; balance sheet optimization through asset sale program including sale of a complete old vehicle production facility to a Malaysian group as a business unit to be relaunched in China as well as diverse real estate divestments; drastic reduction of net debt; substantial personnel cost reduction also utilizing innovative IR approaches; creation of lean structures reducing number of Senior Management by more than 50 percent; modernization of product portfolio; development of coherent new Corporate Identity.

**1996 – 1997**

**German Chamber of Commerce for Spain**  
**Member of the Board**

**1997 – 2003**

**Sartorius AG, Goettingen, Germany**  
**Chairman of the Executive Board and Group CEO**

Numerous board and supervisory board mandates

Regarding turnover, incoming orders, and profit, by far the six best years of previous Sartorius corporate history: lowest result in these six years (1997–2002) still above the highest historical result ever before in more than 100 years of Sartorius corporate history; expansive restructuring through significant organic and inorganic growth with simultaneous optimization of cost structures; reorganization into key operative divisions of "Mechatronics", "Biotechnology", and "Environmental Technology"; successful rights issue in 1998 (capital increase by 44%; more funds generated than with original IPO); execution and integration of 6 acquisitions in Germany, the UK, and the US; significant development of the global presence (26 countries, more than 50 subsidiaries); significant expansion of activities in China and India including new plant in Beijing and new "Sartorius Knowledge Center" in Bangalore; establishment of highly modern clean-room production and of "Sartorius College" in Goettingen; introduction of synergetic

multi-brand strategy comprising of Sartorius, Braun Biotech International (BBI), Boekels, Denver Instruments, GWT, and Vivascience brands; group turnover more than doubled within 6 years (plus 127 percent); cumulative profit (EBIT) increased by 947 percent within same period (compared with previous 6-year period); according to external analysis conducted by Arthur D. Little and European Business School, top performer in relevant segment of German stock exchange due to particularly successful innovation management; Innovation Award of the German Economy (with "Genius" high precision analytical balance).

Following the appointment of his successor, who was hired into the company, developed and nominated to succeed him by Prof Claassen himself, the continuous increase in revenues, profits and value continued. By May 2021, Sartorius market capitalization had increased to more than € 27.5 billion from approximately € 50 million in 1996, the year before Claassen took over as CEO of Sartorius. Share prices, after the rights issue successfully and completely placed by Claassen with the help of an international banking consortium around Schroeders and Deutsche Bank in 1998 in London and Edinburgh, and based on the stringent and successful execution and consequent and consistent continuation of the expansive restructuring and global R&D and acquisition strategy devised in Singapore in 1998, increased by 55,000 percent.

Sartorius family shareholders thus became top winners of the year in respective list of wealthiest Germans, as a consequence of long-term entrepreneurial progress.

2001 – 2003

**Association of the German Precision Mechanics and Optical Industries (F+O) in Cologne, Germany (restructured and renamed in May 2002 to SPECTARIS, the German Industrial Association for Optical, Medical and Mechatronic Technologies)  
Chairman of the Board**

Awarded in November 2002 with the "Innovation Award 2002" from the German Society for Association Management (DGVM)

2001 – 2003

**Federation of German Industries (BDI), Berlin, Germany  
Member of the Board**

2003 – 2007

**EnBW Energie Baden-Württemberg AG, Karlsruhe, Germany  
CEO / Chairman of the Board of Management**

Speedy and very successful restructuring of the EnBW Group: after loss exceeding amount of Euro 1 billion, within less than 2 years profit of more than Euro 1 billion achieved through significant cost reduction, concentration on core business, and stringent professionalization of structures and processes; "TOP FIT" cost reduction program successfully implemented, with full consensus of employee representatives, resulting in continuous cost reductions of more than Euro 1 billion per year; more than 150 subsidiaries and participations sold, merged, brought into partnerships, or otherwise deconsolidated; after termination of successful restructuring, approximately 70 percent more turnover achieved with workforce of around 20,000 (2007) than previously with almost 40,000 employees (2002); in 2004, 2005, and 2006, three consecutive historical record results regarding all major profit categories (EBITDA, EBIT, and EBT); continuation of this trend in first half 2007 (as well as full year 2007); based on cumulative inner-year values, 15 consecutive record quarterly results (per 30 Sept. 2007); net debt more than halved; equity ratio almost tripled; according to external valuation, DCF value increased nominally by approximately Euro 8 billion from mid-2003 to end-2006; within context of Innovation Award of the German Economy, for the first time restructuring recognised and honoured as process innovation; various capital market transactions, acquisitions, and power plant projects of significant dimension.

2003 – 2007

**Federation of Electricity Industry (VDEW), Frankfurt, Germany  
Member of the Executive Board**

2003 – 2007

**Federation of Integrated Energy Companies and Regional Utilities in Germany (VRE), Berlin, Germany  
Deputy Chairman of the Executive Board**

2004 – 2006	Chancellor’s Appointee on Energy Innovation within the „Partners for Innovation“ initiative, responsible for the „Impulse Circle Energy“
<b>2006 – 2007</b>	<b>EDF (Electricité de France, S.A.), Paris, France</b> <b>Member of the Comex (Comité Exécutif, i.e. Executive Committee)</b>
	International experience in Executive Committee of the largest electricity company worldwide
<b>2006 – 2009</b>	<b>BDI-Initiative “BDI Initiative Innovation Strategies and Knowledge Management” (end of 2008: restructured and renamed into “BDI initiative Knowledge and Competence Management”), Federation of German Industries (BDI), Berlin</b> <b>Chairman</b>
2006 – 2009	Federal Ministry of Research and Education, Berlin, Germany Member of the German Research Union between business and academia
<b>2008 – 2009</b>	<b>Cerberus Deutschland Beteiligungsberatung GmbH, Frankfurt, Germany</b> <b>Principal Senior Advisor</b>
<b>2008 – 2009</b>	<b>Valiance Capital/Valiance Infrastructure S.A., Luxemburg/Milan, Italy</b> <b>Senior Partner</b>
<b>2009 – 2010</b>	<b>Valiance Capital/Valiance Infrastructure S.A., Luxemburg/Milan, Italy</b> <b>Senior Advisor</b>
<b>January 2010 – March 2010</b>	<b>Solar Millennium AG, Erlangen, Germany</b> <b>CEO / Chairman of the Executive Board</b>
	Development of a new strategic focus/of a conception for a strategic reorientation of the company based on seven items
	March 2010: claimed/utilized the contractually granted right to resign any time within a predefined period of consideration; September 2011: received official public apology from the Solar Millennium AG Supervisory Board Chairman; April 2013: legally binding conclusion that the resignation was not only lawful and valid, but explicitly also justified and well-founded
2012	Official Committee of Unsecured Creditors of the Solar Trust of America, LLC, et al. through U.S. Department of Justice Appointment as Member
2013 – 2016	STA [Solar Trust of America, LLC] TRUST Liquidation Trust Advisory Board Member with effect from 28 March 2013 until successful termination of LTAB work in 2016
<b>Since 2008</b>	<b>Syntellix AG, Hanover, Germany</b> <b>Founder and Main Shareholder</b>
<b>11 January 2008 – 10 January 2018</b>	<b>Syntellix AG, Hanover, Germany</b> <b>Chairman of the Supervisory Board</b>
	Foundation, financing and assistance in the development of a medical-technical company specializing in highly innovative, bioabsorbable metallic implants. Syntellix AG has won the Innovation Award of the German Economy 2012/2013 in the category of start-up businesses. Thus, Syntellix AG has succeeded in winning the “First Innovation Prize of the world” at the very first attempt. The company received the much sought-after and internationally highly renowned trophy for a revolutionary material, from which, after 5 years of research and development, the first implant has been developed in a marketable product. The MAGNEZIX® material which was honoured with the Innovation Award bases on a degradable magnesium alloy which is replaced with tissue occurring naturally in the body. This could potentially allow for a new era in the area of orthopaedics and accident surgery as for affected patients the subsequent operation to remove the implant could be dropped in the future. In 2015, within the context of the prize of the TOP100 competition (“TOP 100 – The 100 most innovative

medium sized businesses" in Germany), Syntellix AG has been rated the second most innovative German company of its size category. Also in 2015, the first Syntellix product received official product registration from the Singapore Government's Health Sciences Authority (HSA). Syntellix, Thus, Syntellix is the only company in the world with official product registrations for a metallic & bio-absorbable implant for orthopaedic and trauma use in Europe and more than 30 other countries around the globe.

In 2016, product registrations, amongst others, were obtained for Israel and Australia. In total, the company has now obtained product registrations for 47 countries. Syntellix, meanwhile, is world-market leader in bioabsorbable metallic implants. Based on a detailed analysis conducted by the Vienna University of Economics and Business, Syntellix was honoured as "TOP-Innovator 2015" and "Top-Innovator 2016". In June 2017, Syntellix AG was honoured as the "Innovator des Jahres 2017" – "Innovator of the Year 2017"; the laudation was held by the Vice President of the German Bundestag, Edelgard Bulmahn; Professor Dr. Nikolaus Franke, Vienna University of Economics and Business, confirmed the innovation of Syntellix AG as having "a disruption potential at a global scale". An internationally renowned Singapore investor, in October 2017, called Syntellix "The hottest medtec company in the world".

Since 21 July 2015

Syntellix Asia Pte. Ltd., Singapore  
Founder & Director

Since 26 July 2018

**Syntellix Asia Pte. Ltd., Singapore**  
**Executive Chairman & CEO**

Since 11 January 2018

**Syntellix AG, Hanover, Germany**  
**CEO and Chairman of the Executive Board**  
**Additional role as Chief Disruption Officer since February 2021**

In January 2018, appointment as CEO of Syntellix Group after Supervisory Board members and investors had been urging for this step in order to best exploit Syntellix's unique potential, further accelerate its strategic and operational development and pave the way for an international IPO. Rolf Elgeti, twice crowned Europe's best equity strategist, strengthened the investor team, joined later by Steve Mayer, previously long-serving Chairman of the Investment Committee of Cerberus, with more than 30 billion US Dollars under management. In July 2018, Syntellix successfully passed a complex multi-stage admission and assessment process at the end of which it was selected for the "Access" program of the "German Accelerator Life Sciences", an initiative sponsored by the German Federal Government supporting start-ups to enter the highly important US healthcare market. In the fourth quarter of 2018, Syntellix's MAGNEZIX® CS was accepted by Chinese authorities for the less costly and above all faster "Innovative Pathway" that accelerates the approval process in one of the biggest and most dynamic medtech markets in the world. During the course of 2018, Syntellix also formulated and later on implemented its hybrid sales model for the US, India, the Philippines and Brazil to strategically optimise and reorient its international business by founding local subsidiaries that operate jointly with distribution partners. In April 2019, strong opinion leader support became obvious when the internationally renowned expert Professor Gowreeson Thevendran, in a congress in Surakarta/Java, based on his experience with Syntellix's Magnezix implants, described magnesium as the "New Gold Standard" for orthopaedic and trauma surgery. In June 2019, Dr. Hubert Klauser from Berlin/Germany published a study which concluded that Syntellix's "biodegradable magnesium based screws were statistically non-inferior to the conventional titanium screws and clinically superior, since there is no need to remove mg screws later on". Shortly before, in May 2019, Syntellix had won the German Innovation Award in Gold for a "quantum leap in implantology". In August 2019, a far-reaching co-operation contract with a leading Chinese orthopaedic medtech supplier was signed that included a guaranteed minimum purchase volume of more than € 100 million over five years and thus reflected the significant potential of Syntellix's globally unique technology. In September 2019, Syntellix inaugurated its production site in Singapore with Asia's first dry CNC processing of innovative magnesium alloy, with Singapore poised to become Asia's hub for Syntellix's globally unique bioabsorbable implants. In September 2020, the Indian SEC recommended to grant the permission to import and market products in India, the meanwhile most populous country of the world. In October 2020, the cathedral of regulatory bodies, the

U.S. FDA, granted Syntellix's MAGNEZIX® CS 3.2 device and proposed indication for use the designation of a "Breakthrough Device". At the end of 2020, Syntellix and its breakthrough technology were honoured repeatedly. The company received the distinguished "Award of Excellence" of the International Magnesium Association (IMA), the illustrious "2020 European Orthopedic and Trauma Entrepreneurial Company of the Year Award" of internationally renowned and globally leading market research firm Frost & Sullivan, and the "Top Orthopedic Solution Providers in Europe 2020" title as well as the "Company of the Year" award by industry magazine and news platform MedTech Outlook. Syntellix has consistently and persistently built a platform for exponential growth and potential long-term global dominance, which can be measured by numerous key performance indicators: Marketed product derivatives have grown from zero to 184, marketed product families have grown from zero to six, and countries for which regulatory approval was achieved have successfully grown from zero to 73, including demographically dynamic high population countries such as Bangladesh, Indonesia, Malaysia, Mexico, the Philippines and Vietnam. The number of scientific publications on Syntellix's implants and materials technology has grown to 52, and research co-operations with university hospitals in Germany alone had grown to 30 (out of 36), whilst framework contracts with relevant leading German hospital chains had grown from zero to six (out of seven). By December 2023, the company has in total achieved product registrations in 73 countries, including India and most recently Thailand, covering an overall population of approximately 3.9 billion people, with 52 academic articles in international peer-reviewed medical-scientific journals, confirming the efficacy, safety, reliability, functionality, advantageousness and clinical superiority of its products.

**2010 – 2016**

**R.C.D. Mallorca S.A.D., Palma, Spain**  
**CEO ("Consejero Delegado") from Jan. 2015 to Jan. 2016**  
**Member of the Board ("Consejo de Administración") from Dec. 2010 to Dec. 2016**

Initial investment and equity stake in autumn 2010, following an invitation to invest from the then President and Vice President of the club; later, acquisition of other shareholding stakes including the shares held by Rafael Nadal; in January 2015, acquisition and takeover of the controlling majority; later in the year 2015, together with wife Annette, held total of 99.81 percent of the shares of Real Mallorca (until January 2016, when, within the context of a rights issue, an American investor group acquired the majority of the share capital of the club).

As Consejero Delegado: Comprehensive restructuring, professionalization, and personnel reorientation.

**December 2014 – June 2016**

**R.C.D. Mallorca S.A.D., Palma, Spain**  
**President**

Institutional stabilization and financial restructuring through strategic reorientation, professionalization of processes and structures, operative action plans as well as execution of two highly successful rights issues. In January 2016, entry of a renowned US American investor group within the context of a capital increase by more than 20 million euros; as a consequence, within the centenary year, financial solidity and stability achieved and assured on a continuous, long-term basis; first major investment of US based investors in Spanish professional soccer, and first ever engagement by successful NBA franchise owners in European soccer.

The press (Hannoversche Allgemeine Zeitung) commented Claassen's resignation from the Presidency (after his successful tenure and accomplished mission) with the words: "*Claassen leaves as savior*".

**Since January 2013**

**Cerberus European Investments LLC., New York, USA**  
**Senior Advisor**

**Since 2015**

**RULEBREAKER Management GmbH, Hanover, Germany**  
**Co-Founder & Shareholder**

Creation and development of a start-up incubator specialized in disruptive business models and disruptive innovation

Since 2021

**Mountain & Co. I Acquisition Corp., Wilmington/Delaware, USA  
Executive Director and COO (“The Quarterback”)**

Highly successful NASDAQ IPO with listing on 5 November 2021 in the role of Chief Operating Officer (COO) and as one of two executive directors of the SPAC (Special Purpose Acquisition Company) Mountain & Co. I Acquisition Corp. with the ticker symbol "MCAAU". The US\$200 million IPO share offering was exceeded by an order book of approximately US\$1.4 billion, thus seven times oversubscribed. The company intends to focus on the consumer internet and B2B digital infrastructure sectors. On August 11, 2023, an official announcement was published according to which “FC Barcelona’s Content Creation Platform, Barça Media, Enters into Business Combination Agreement with Mountain & Co. I Acquisition Corp.”

Since April 2024

**Hydrogen Vehicle Systems Ltd. (HVS), Glasgow/Scotland, UK  
Chairman of the Board**

**University related activities:**

1986

Research Assistant at the Institute of Economics, University of Hanover

1993

Teaching position within the Oxford Senior Managers Development Programme at Templeton College, The Oxford Centre for Management Studies

1997 – 2001

Teaching position at the Faculty of Economics and Management, University of Hanover (“Environmental Controlling“)

Since 2001

**Actively teaching Honorary Professor at the University of Hanover (now Gottfried Wilhelm Leibniz University), Hanover, Germany**

Continuous active teaching and examination activity on “Controlling and Value Added Chain”; lectures alternating semester-wise between English and German language

(Evaluation of teaching expertise by students: Upward appraisal average grade on expertise continuously between 1.0 and 1.2, mostly 1.1 [grade scale ranging from 1.0 (best) to 5.0 (worst)])

From 2001

Teaching position at the Faculty of Economic Sciences at the Georg August University Goettingen, for several years (“Future Oriented Concepts of Corporate Management“)

2001 – 2003

Member of the External Council of Advisors of the Georg August University Goettingen

2003 – 2012

**Member of the Foundation Council of the Georg August University of Goettingen, Public Law Foundation, Goettingen, Germany**

From 2009

**Professor of Management at the GISMA Business School, Hanover, Germany**

Since 2009

**Ambassador of the Gottfried Wilhelm Leibniz University, Hanover, Germany**

Since 1993

Teaching and lecturing experience in Germany, England, Spain, Italy, Japan and Singapore

**Awards and decorations:**

January 2001

Winner of Innovation Award of the German Economy 2000 (with Sartorius AG)

February 2002

Received Medal of Honor and Diploma from the Presidency of the Russian Academy of Natural Sciences, Moscow, Russia

November 2002

As Chairman of SPECTARIS, received “Innovation Award 2002” from the German Society for Association Management (DGVM)

January 2003

Honored as Germany’s first “Knowledge Manager of the Year 2002” by Impulse, Financial Times Deutschland and Commerzbank AG

Important Note: No responsibility is taken for the accuracy and correctness of the English version/ translation of this CV. The CV is also available in German. In case of doubt, the German version shall prevail.



February 2003	Received the Officer's Cross of the Order of Merit of the State of Lower Saxony from the Prime Minister of Lower Saxony
July 2005	First foreigner ever to be honoured with the Cross of the Order of Saint Nicholas, Moscow; decoration received from the former Russian Deputy Prime Minister
November 2006	Awarded the highest national French decoration "Légion d'Honneur"
March 2013 February 2016	Winner of Innovation Award of the German Economy 2012/13 (with Syntellix AG) In representation of Real Mallorca, received the "Premio Ramón LLull" (one of the highest prizes and distinctions of the government of the autonomous region) from the hands of the President of the Government of the Balearic Islands
<b>April 2016</b>	<b>Honored as "Most Innovative Entrepreneur International 2016", Innovation Award of the German Economy – THE WORLD'S FIRST INNOVATION AWARD®, Patronage of EU Commissioner Digital Economy &amp; Society</b>  In April 2016, Utz Claassen received from the hands and under the patronage of Günther H. Oettinger, EU Commissioner Digital Economy & Society, the award as the "MOST INNOVATIVE ENTREPRENEUR INTERNATIONAL 2016" that was awarded in connection with the "Innovation Award of the German Economy – THE WORLD'S FIRST INNOVATION AWARD®". Oettinger handed the prize over personally, and he also held the laudatory speech.
November 2016	Winner of 2016 "Future Prize" of the Club of the Health Industry (Syntellix AG)
June 2017	Germany's "Innovator of the Year 2017" (with Syntellix AG)
November 2017	First in industry segment Tech of 2017 "Step Award" (Syntellix AG)
December 2017	Winner of 2017 "German Medical Award" (Syntellix AG)
July 2018	Winner of 2018 "Sustainability Award" (Syntellix AG)
May 2019	Winner of 2019 "German Innovation Award" in Gold for MAGNEZIX® Pins to be a 'quantum leap in implantology' (with Syntellix AG)
February 2020	Winner of 2020 "Edison Award" in Silver for MAGNEZIX® CSc 4.8 (Syntellix AG)
November 2020	Winner of 2020 "Award of Excellence" by the International Magnesium Association (Syntellix AG and its subsidiary MSE)
December 2020	Winner of 2020 Best Practices "Entrepreneurial Company of the Year Award" in the European orthopaedic and trauma implants industry by internationally renowned and globally leading market research firm Frost & Sullivan (Syntellix AG)
December 2020	Winner of 2020 "Company of the Year" Award and "Top Orthopedic Solution Providers in Europe" distinction by industry magazine/news platform MedTech Outlook (Syntellix)

**Other current mandates, honorary appointments, memberships and activities:**

- Member of the Advisory Board Hanover of Deutsche Bank AG (for more than 20 years)
- Full member of the Russian Academy for Medical Technical Sciences (AMTN), Moscow, Russia
- Economic Adviser of the Municipal Government of Wuhu, China
- Member of the Oxford and Cambridge University Club, London, United Kingdom
- Publication activity as member of "Meinungsmacher" of Manager Magazine Online (since April 2017)

**Other previous mandates,  
honorary appointments,  
memberships and activities:**

Member of the Supervisory Board of AWD Holding AG, Hanover, from 2008 to 2013:  
Supervision of successful restructuring with a turnaround of approx. Euro 90 million  
(AWD Group EBIT 2009: Euro -41.1 million, 2010: Euro +49.1 million)

Chairman of the Supervisory Board of Vivascience AG, Hanover, for several years

Chairman of the Supervisory Board of Salamander AG, later renamed into EnBW  
Beteiligungen AG, Kornwestheim, Germany (2003 – 2007)

Member of the Supervisory Board of Stadtwerke Düsseldorf AG, Duesseldorf, Germany  
(2003 – 2007; from May 2006, as Chairman)

Deputy Chairman of the Advisory Board of the Otto Bock Group, Duderstadt, Germany  
(from February 2007 to July 2017; before then, Member of the Advisory Board)

Member of the Advisory Board of Deloitte & Touche GmbH Wirtschaftsprüfungsgesellschaft, Munich, Germany (2009 – 2019)

Member of the Advisory Board of the Gerling Group, Cologne, Germany, for many  
years

Member of the Advisory Board Baden-Wuerttemberg of the Allianz Group for several  
years

Member of the Advisory Council of the Landesbank Baden-Wuerttemberg (LBBW),  
Stuttgart, Germany for several years

Chairman of the Advisory Board of Delta Systems GmbH, Hamburg, for several years

Member of the Board of the Association of Metal Industrialists of Lower Saxony  
(„NiedersachsenMetall“), Hanover, for many years

Member of the Board of the Lower Saxony Foundation for Economic Research,  
Hanover, for many years

Member of the Board of DECHEMA Gesellschaft für Chemische Technik und  
Biotechnologie e.V., Frankfurt am Main, for several years

Member of Full Assembly of the Chamber of Commerce and Industry in Hanover/  
Hildesheim and of the Economic Advisory Committee Goettingen, for many years

Member of the Admissions Committee of the Lower Saxony Stock Exchange, Hanover,  
for many years

Member of the Advisory Board of the International Trade Fair for Biotechnology  
(Biotechnica), Hanover, for several years

Member of the international KIT (Karlsruhe Institute of Technology) Advisory Board,  
Karlsruhe, Germany, for several years

Member of the Board of Curators of the Max Planck Institute for Experimental Medicine,  
Goettingen, Germany, for several years

Deputy Chairman of the Board of Curators of the Foundation phaeno, Wolfsburg,  
Germany

Member of the German Russian Forum for several years

Member of the Administrative Council of the Friends of the University of Hanover, for  
several years

Member of the Board of the Goettingen Haendel Society for many years

Member of the Board of Curators of the Festspielhaus Baden-Baden, Germany, for several years

Member of the Board of Curators of the International Bach Academy, Stuttgart, Germany, for several years

Chairman of the Executive Board of the Hanover Sports Club founded 1896 („Hannover 96“), a traditional and relatively important German professional soccer clubs (1997)

Member of the Advisory Board Europe of the NFL for several years

Chairman of the Board of the Development Association “Schoeningen Spears – Heritage for Mankind”, Schoeningen, Germany, for many years

Member of the Jury of the European Award for Political Culture, Hans Rignier Foundation, Zurich, Switzerland

Permanent member of the Decision Committee of the Innovation Award of the German Economy

Member of the jury TOP 100 – The 100 most innovative medium sized businesses  
Chairman of the Foundation Board of the Foundation „Prehistoric Museum Blaubeuren / Gallery 40thousand Years of Art in Blaubeuren“, Germany, for several years

Member of the Committee of the Federal State Baden-Wuerttemberg of the Donors´ Association for the Promotion of Sciences and Humanities in Germany

Chairman of the Board of Curators of the EnBW Rainforest Foundation for several years

President of the Festival Música Mallorca (2014 – 2017; Member of the Board of Curators of the Festival Música Mallorca since 2012)

Member of the Advisory Board of EIM Executive Interim Management, Munich, Germany for several years

### **Miscellaneous:**

Participation in international visits with the German Chancellor (as head of his business delegation in six Arabian countries) and with the Prime Minister of Lower Saxony.

Numerous **publications, university lectures, and speeches**, both within Germany and abroad (amongst others, in the United Kingdom, Italy, Japan and Singapore), on topics such as Corporate Leadership, Cross-Thinking Entrepreneurship, Business Management, Controlling, Target Costing and Target Investment, Knowledge and Risk Management, Communication, Economic Growth, Innovation and Innovation Management, Disruptive Innovation, Corporate Restructuring and Turnaround Processes, Technology Transfer, Biotechnology, Environmental Economics, Knowledge Transfer and Venture Capital, Liberalization, Utility Management, Financial Markets, Foreign Exchange topics, Economic and Energy Policy, Sports Sponsoring, Cultural Sponsoring as well as the Interaction of Business and Culture, Intercultural Aspects of Management, Globalization, Global Development Trends, Technological Substitution Paths as well as Societal Development Trends even up to the Algorithmization of Law

## Published books:

### **1. „Großhirnforschung, Unternehmer und Wirtschaftspolitik“ (1987)**

*Translation: Cerebral Research, Entrepreneurs and Economic Policy*

### **2. „Das Helle und das Dunkle“ (co-pub., 2003)**

*Translation: The Bright and the Dark*

### **3. „Das neue Denken – Das Neue denken“ (co-pub., 2005)**

*Translation: The Novel Thinking – Thinking the Novel*

### **4. „Mut zur Wahrheit – Wie wir Deutschland sanieren können“ (2007): published in March 2007, already third edition in April 2007 and number 2 on the Thalia bestseller list In Germany**

In seiner im Jahr 2007 veröffentlichten umfassenden Deutschland-Analyse „Mut zur Wahrheit“ gibt Utz Claassen Denkanstöße zur Steigerung der wirtschaftlichen Leistung und Leistungsfähigkeit Deutschlands und zeigt auf, wie die gesellschaftlichen Prozessketten unter ökonomischen, ökologischen und sozialen Aspekten verbessert werden können. Der WirtschaftsKurier konstatierte, Utz Claassen sei „Vordenker einer der wichtigsten und investitions- stärksten Branchen überhaupt“, befand, das Buch sei „Pflichtlektüre für Politik und Wirtschaft“, und schrieb dazu weiter: „vielleicht ist es die beste Analyse die zu den wirtschaftspolitischen Problemen Deutschlands in den letzten zehn Jahren geschrieben wurde“.

*Translation: Courage for Truth – How We Can Restructure Germany*

In his comprehensive analysis of Germany, "Mut zur Wahrheit", published in 2007, Utz Claassen provides food for thought on how to increase Germany's economic performance and efficiency and shows how the social process chains can be improved in terms of economic, ecological and social aspects. The WirtschaftsKurier stated that Utz Claassen is a "thought leader of one of the most important and investive industries at all", found the book to be "compulsory reading for politics and economy", and wrote further: "perhaps it is the best analysis that has been written about the economic-political problems of Germany in the last ten years".

### **5. „Wir Geisterfahrer – Wir denken falsch. Wir lenken falsch. Wir riskieren die Zukunft unserer Kinder“ (June 2009): In October 2009 number 2 of Handelsblatt bestseller list (business/economics category) in Germany**

In dem im Jahr 2009 erschienen Buch „Wir Geisterfahrer“: analysiert Claassen die Ursachen der Finanzmarkt- und Bankenkrise. Das Werk ist ein Aufruf zu mehr Sachverstand, mehr Faktenbezug – und zum Widerspruch: Die Gesellschaft muss aus Claassens Sicht jetzt handeln – schnell, mutig und klar. Die Welt am Sonntag bewertete das Buch als „Überzeugende Analyse“, die Hannoversche Allgemeine Zeitung bescheinigte Claassen einen „unverstellten Blick auf die deutsche Wirtschafts- und Politikelite“, und das Magazin 37 schrieb:

*„Utz Claassen stellt Fragen, die in dieser Akribie, Deutlichkeit und Nachdrücklichkeit bisher niemand gestellt hat. ... Claassen bringt es auf den Punkt und das mit einer Einfachheit, die jeder versteht. Eine Meisterleistung, die man gelesen haben muss.“*

**Translation: We Wrong-Way Drivers [“Us Ghost Drivers”] – We Think Wrong. We Steer Wrong. We Risk the Future of Our Children**

In the book "Wir Geisterfahrer", published in 2009, Claassen analyses the causes of the financial market and banking crisis. The work is a call for more expertise, more factual reference – and for a contradiction: In Claassen's view, society must act now – quickly, courageously and clearly. [German nationwide Sunday paper] Welt am Sonntag evaluated the book as a "*convincing analysis*", Hannoversche Allgemeine Zeitung certified Claassen an "*undisguised view of the German economic and political elite*", and the Magazin 37 wrote: "*Utz Claassen asks questions that no one has ever asked, with such meticulousness, clarity and insistence. ... Claassen gets to the point with a simplicity that everyone understands. A masterpiece that one must have read.*"

**6. „Atombhut“, White-collar crime story (February 2012): In April 2012 number 9 of Handelsblatt bestseller list**

Am 17.02.2012 erschien Claassens erster Kriminalroman „Atombhut“ im Econ- Verlag – ein Wirtschaftskrimi, über den die BILD-Zeitung schrieb: „*Hoch- spannung garantiert*“. Bayern 2 bewertete das Buch als „*höchst brisant und aktuell*“, und die Mallorca Zeitung befand: „*Claassen kann auch Krimi*“.

**Translation: Atomic Blood**

On February 17, 2012 Claassen's first crime novel "Atombhut" was published by Econ-Verlag – a business crime novel about which the BILD newspaper wrote: "*High voltage guaranteed*". Bayern 2 rated the book as "*highly explosive and topical*", and the Mallorca Zeitung found: "*Claassen also knows how to write crime novels*".

**7. „Unbequem – Konsequent erfolgreicher als andere“ (October 2013): In July 2015 number 2 of the “Top 10 ebook Trend Charts – Sachbuch” of media control GmbH**

Am 28. Oktober 2013 erschien Claassens Buch “Unbequem – konsequent erfolgreicher als andere” im Ariston Verlag. In “Unbequem” beschreibt er die Handlungsmaximen, die sein Leben und seine Karriere geprägt haben, und spricht Klartext über aktuelle Themen aus Politik und Wirtschaft – von Intrigen auf Vorstandsetagen bis hin zur Kernschmelze von Währung, Demokratie und Kontinent. Die auflagenstärkste deutsche Zeitung schrieb dazu: „*BILD meint: Lesen!*“, und 85 Prozent der bei Amazon.de veröffentlichten Kundenrezensionen bewerteten das Werk mit der Höchstnote von 5 Sternen.

**Translation: Uncomfortable – Consequently More Successful Than Others**

On October 28, 2013 Claassen's book "Uncomfortable – consistently more successful than others" was published by Ariston. In "Uncomfortable", he describes the maxims that have shaped his life and career, and he talks in plain language about current issues in politics and business – from intrigues at the executive board level to the meltdown of currency, democracy and the European continent. The highest-circulation German newspaper wrote: "*BILD states: Read!*", and 85 percent of the customer reviews published on Amazon.de gave the work the highest rating of 5 stars.

**8. „Überlastet, überfordert, überrannt: Unser Rechtsstaat vor dem Zusammenbruch“ (co-pub., October 2020): Rated with 5 stars (two months after publication) in all relevant leading online platforms like Amazon, Google Books und Thalia**

In einer Zeit, die so schnelllebig ist wie nie zuvor, hält Deutschland in naiver Nostalgie an einem schwerfälligen Verwaltungsapparat fest, der in der Welt seinesgleichen sucht. Unterdessen sind Gerichte überlastet, Richter überfordert, die Justiz wird buchstäblich überrannt. Utz Claassen, einer der erfolgreichsten Manager, und Ralph Guise-Rübe, Richter und Präsident des Landgerichts Hannover,

diskutieren die drängendsten Fragen unserer Gegenwart: Ist unser Justizapparat den Herausforderungen noch gewachsen? Oder steht der Rechtsstaat kurz vor dem Zusammenbruch? Die Antworten führen nicht nur in das Parlament und zur Bundesregierung, sondern selbst nach Afrika, Indien und China – bis hin zu Künstlicher Intelligenz, virtuellen Gerichten und Roboter- Richtern.

Der renommierte deutsche Aktien- und Gesellschaftsrechtler Prof. Dr. Matthias Schüppen kommentierte: „*Utz Claassen, Wirtschaftswissenschaftler und Top-Manager, und Ralph Guise-Rübe, Spitzenjurist und Landgerichtspräsident, haben auf der Grundlage ihres kombinierten Erfahrungsschatzes und Fachwissens eine fulminante Streitschrift für den Rechtsstaat, „unser höchstes nicht-emotionales Gut“, verfasst. [...] Ein Buch, das aufrüttelt – unbedingt lesenswert.“*

**Translation: Overloaded, Overwhelmed, Overrun: Our Constitutional State on the Verge of Collapse**

In an age that is moving faster than ever before, Germany is clinging in naïve nostalgia to cumbersome administrative structures that are unparalleled in the world. Meanwhile, courts are overburdened, judges are overstrained, the judiciary is literally overrun. Utz Claassen, one of the most successful managers, and Ralph Guise-Rübe, judge and president of the Hanover Regional Court, discuss the most pressing questions of our time: Is our judicial system still up to the challenges? Or is the rule of law on the verge of collapse? The answers not only lead to parliament and the federal government, but even to Africa, India and China – up to artificial intelligence, virtual courts and robot judges.

The highly renowned German stock corporation and corporate lawyer Prof. Dr. Matthias Schüppen commented: "*Utz Claassen, economist and top manager, and Ralph Guise-Rübe, top lawyer and president of the regional court, have used their combined wealth of experience and expertise to write a brilliant plea in favour of the rule of law, "our highest non-emotional asset". [...] A book that stirs up – absolutely worth reading."*

**Overall publications** (including scientific publications, without authored articles):

1. **„Großhirnforschung, Unternehmer und Wirtschaftspolitik: Ein interdisziplinärer Ansatz am Beispiel interhemisphärischer Relationen“**  
Peter Lang: Frankfurt/M., Bern, New York 1987  
*Translation: Cerebral Research, Entrepreneurs and Economic Policy: An Interdisciplinary Approach Taking Interhemispheric Relations as an Example*
2. **„Was Führungskräfte aus der Hirnforschung lernen können“**  
in: Harvard Manager 4/1987, p. 118 – 121  
*Translation: What Managers Can Learn from Cerebral Research*
3. **„Ininfluente stare al parco“**  
in: LITO Newsletter, no. 7 – 8/1987, p. 21 – 23  
*Translation: It Doesn't Matter to Be in the Park*
4. **„Target Costing als wichtiges Element der finanziellen Projektsteuerung“**  
in: Controlling-Berater 5/1993, Haufe-Verlag, Group 8, p. 133 – 174  
*Translation: Target Costing as an Important Element of Financial Project Management*
5. **„Target Costing als bedeutsames Element der finanziellen Projektsteuerung in der Frühphase des Produktentstehungsprozesses“**  
in: F+E-Controllerdienst, ed.: E. Mayer/K. Liessmann, Schäffer-Poeschel  
Publisher: Stuttgart 1994, p. 105 – 129  
*Translation: Target Costing as a Meaningful Element of Financial Project Management in the Early Stage of the Product Generation Process*
6. **„Target Costing als Brücke zwischen Zielpreisindex und konkreten Teilkosten am Beispiel eines europäischen Automobilherstellers“**  
in: Jahrbuch Controlling 1994, ed.: P. Horváth, Handelsblatt Fachverlag: Düsseldorf 1994, p. 34 – 41  
*Translation: Target Costing as a Bridge between Target Price Index and Specific Part Costs Taking a European Car Manufacturer as an Example*
7. **„Durch Target Costing und Target Investment zur kompromisslosen Kundenorientierung bei Volkswagen“**  
in: Kunden und Prozesse im Fokus: Controlling und Reengineering, ed.: P. Horváth, Schäffer-Poeschel Verlag: Stuttgart 1994, p. 145 – 159  
*Translation: Uncompromising Customer Orientation at Volkswagen by Means of Target Costing and Target Investment*
8. **„Qualität, Kosten und Termine: Prozesscontrolling am Beispiel der Volkswagen AG“**  
in: Projektmanagement: Instrument moderner Dienstleistung, ed.: C. Steinle, H. Bruch, D. Lawa, Verlag FAZ: Frankfurt/M. 1995, p. 150 – 172  
8.a) 2. edition 1998  
8.b) 3. edition 2001  
*Translation: Quality, Costs and Target Dates: Process Controlling Taking Volkswagen AG as an Example*
9. **„Controlling: Vom Rechnungswesen zum Potentialmanagement“**  
in: Zukunftsgerichtetes Controlling: Unterstützungs- und Steuerungssystem für das Management, ed.: C. Steinle, B. Eggers, D. Lawa, Gabler Verlag: Wiesbaden 1995, p. 341 – 357

9.a) 2. edition 1996

9.b) 3. edition 1998, p. 367 – 383

*Translation: Controlling: From Accounting to Managing Potentials*

10. **„Target Costing und Target Investment als Werkzeug für das kundenorientierte strategische Kostenmanagement bei Fahrzeug-Neuentwicklungen“**  
in: Customizing in der Weltautomobilindustrie: Kundenorientiertes Produkt- und Dienstleistungsmanagement, ed.: F. W. Peren, H. H. A. Hergeth, Campus Publisher: Frankfurt/M., New York 1996, p.133 – 147  
*Translation: Target Costing and Target Investment as a Tool of Customer Oriented Strategic Cost Management for New Car Developments*
11. **„Produkt Business Pläne als operative Umsetzung von Target Costing und Target Investment“**  
in: Kostenmanagement: Wettbewerbsvorteile durch systematische Kostensteuerung, ed.: K.-P. Franz, P. Kajüter, Schäffer-Poeschel Verlag: Stuttgart 1997, p. 127 – 140
- 11.a) 2., extended and revised edition 2002, p. 173 – 186  
*Translation: Product Business Plans as Operative Implementation of Target Costing and Target Investment*
12. **„Target Investment Methoden zur Optimierung des Investitionsmittelumfangs bei Fahrzeugneuentwicklungen“**  
in: zfbf 49 12/1997:Schmalenbachs Zeitschrift für betriebswirtschaftliche Forschung, ed.: Schmalenbach Gesellschaft, Verlagsgruppe Handelsblatt: Düsseldorf/Frankfurt, 1997, p. 1091 – 1101  
*Translation: Target Investment Methods for the Optimization of the Amount of Investment Resources for New Car Developments*
13. **„Target Investment als Controllinginstrument“**  
in: Innovative Controlling-Tools und Konzepte von Spitzenunternehmen, ed.: P. Horváth, Schäffer-Poeschel Verlag: Stuttgart 1998, p. 151 – 164  
*Translation: Target Investment as a Controlling Instrument*
14. **„Risikomanagement bei mittelständischen Unternehmen am Beispiel der Sartorius AG: Die Bedeutung formaler und qualitativer Komponenten für das Risikomanagement“**  
in: Controlling & Finance: Aufgaben, Komponenten und Tools effektiv koordinieren, ed.: P. Horváth, Schäffer-Poeschel Verlag: Stuttgart 1999, p. 1 – 18  
*Translation: Risk Management in Mid-Sized Companies Taking Sartorius AG as an Example: The Relevance of Formal and Qualitative Components for Risk Management*
15. **„Wissensmanagement als qualitatives Transformierungselement: Praktische Ansätze und Instrumente der Sartorius AG“**  
in: Total Business Knowledge: Spitzenleistung durch Kernkompetenz, ed.: J. P. Bläsing, D. Heimann, E. Högel, TQU Verlag: Ulm 1999, p. 165 – 174  
*Translation: Knowledge Management as a Qualitative Transformation Element: Practical Approaches and Instruments of Sartorius AG*
16. **„Vitalisierung und Wissensmanagement als Transformierungselemente: Praktische Ansätze bei der Sartorius AG“**  
in: Vitalisierung: Das Management der neuen Lebendigkeit, ed.: C. Steinle, B. Eggers, H. Thiem, B. Vogel, FAZ Buch: Frankfurt/M. 2000, p. 309 – 327  
*Translation: Vitalization and Knowledge Management as Transformation Elements: Practical Approaches at Sartorius AG*
17. **„Risikomanagement und Wissensmanagement als Erfolgsfaktoren zur Beherrschung von operativer und strategischer Komplexität – Praxisbeispiele der Sartorius AG“**  
in: Praxis des Risikomanagements, Grundlagen, Kategorien, branchenspezifische und strukturelle Aspekte ed.: D. Dörner, P. Horváth, H. Kagermann, Schäffer-Poeschel Verlag: Stuttgart 2000, p. 821 – 836



*Translation: Risk Management and Knowledge Management as Success Factors for the Mastering of Operative and Strategic Complexity – Practical Examples of Sartorius AG*

18. **„Innovationen: Forschung und Entwicklung sind Grundlagen für künftige Marktchancen“**  
in: Niedersachsen weltweit – Zentrum für Außenwirtschaft, Giesel Verlag in Zusammenarbeit mit den Industrie- und Handelskammern in Niedersachsen: Isernhagen 2001, p. 168 – 170  
*Translation: Innovations: Research and Development are Basics for Future Market Chances*
19. **„Kommunikation und Innovation – Erfahrungen aus der unternehmerischen Praxis“**  
in: Biotechnologie als interdisziplinäre Herausforderung, ed.: St. Heiden, C. Burschel, R. Erb, Spektrum Akademischer Verlag: Heidelberg/Berlin 2001, p. 119 – 127  
*Translation: Communication and Innovation – Experience from Business Practice*
20. **„Wissenstransfer und Wagniskapital“**  
in: Vom Staatsbetrieb zur Stiftung: Moderne Hochschulen für Deutschland, ed.: T. Oppermann, Wallstein Verlag: Göttingen 2002, p. 128 – 141 20.a)  
(slightly modified) second publication in: Wettbewerb, Wirtschaftsordnung und Umwelt, ed.: O. Budzinski, J. Jasper, Festschrift für Udo Müller, Frankfurt a.M. 2004, p. 101 – 112  
*Translation: Knowledge Transfer and Venture Capital*
21. **„International erfolgreiche Führungsmethoden für den chinesischen Markt – Anpassung statt Übertragung“**  
in: Organisation und Führung des China-Geschäfts deutscher Unternehmen: Rahmenbedingungen, Erfolgsfaktoren Erfahrungsberichte, ed.: M. Nippa; Heidelberg, Berlin: Physica 2003, p. 199 – 213  
*Translation: Internationally Successful Leadership Methods for the Chinese Market – Adaption Instead of Transfer*
22. **„Überlegungen zur Neugestaltung der Planung im Sartorius Konzern“**  
in: Neugestaltung der Unternehmensplanung, ed.: P. Horváth, R. Gleich, Schäffer-Poeschel Verlag: Stuttgart 2003, p. 495 – 506  
*Translation: Thoughts about the Redesign of Planning in the Sartorius Group*
23. **„Wertschöpfendes Controlling im Spannungsfeld zwischen Kunde und Aktionär“**  
in: Performancesteigerung und Kostenoptimierung, ed.: P. Horváth, Schäffer-Poeschel Verlag: Stuttgart 2003, p. 3 – 20  
*Translation: Value Generating Controlling at the Interface between Customer and Shareholder*
24. **Das Helle und das Dunkle (Ethik – Energie – Ästhetik: Band 1)**  
ed.: U. Claassen, J. Hogrefe, Steidl Verlag: Göttingen 2004  
*Translation: The Bright and the Dark*
25. **Das neue Denken – Das Neue denken (Ethik – Energie – Ästhetik: Band 2)**  
ed.: U. Claassen, J. Hogrefe, Steidl Verlag: Göttingen 2005  
*Translation: The Novel Thinking – Thinking the Novel*
26. **„Neues denken – neues Denken“**  
in: Das Helle und das Dunkle (Ethik – Energie – Ästhetik: Band 2), ed.: U. Claassen, J. Hogrefe, Steidl Verlag: Göttingen 2005, p. 39 – 43  
*Translation: Thinking New – New Thinking*

27. **„Energienmix der Zukunft“**  
in: Energieversorgung der Zukunft – zwischen Klimaschutz und Ökonomie, ed.:  
Min. für Umwelt und Verkehr, S. Hirzel Verlag: Stuttgart 2005, p. 56 – 69  
*Translation: Energy Mix of the Future*
  
28. **„EnBW – Sanierung eines Energiekonzerns“**  
in: Controlling, Zeitschrift für erfolgsorientierte Unternehmenssteuerung, Hrsg:  
P. Horváth, T. Reichmann, 17. Jg., Heft 1, January 2005, p. 57 – 62  
*Translation: EnBW – Restructuring of an Energy Group*
  
29. **„Mehr Licht! – Rahmenbedingungen und Zukunftsaufgaben der Energiewirtschaft“**  
in: 24. Forum Finanzpolitik und Steuerrecht, documentation of the presentations  
held on 18 November 2005, ed.: Steuerberaterkammer Nordbaden, Karlsruhe  
2005  
*Translation: „More Light!“ – Framework Conditions and Future Tasks of the  
Energy Sector*
  
30. **„Mit Zukunft Energie gestalten“**  
in: Wirtschaftsstandort Deutschland, ed.: C. Kirk, Europäischer Wirtschafts-  
verlag: Darmstadt 2005/2006  
*Translation: Shaping Energy with the Future*
  
31. **„Welche Rolle spielt Wissensmanagement für die Unternehmenskultur?“**  
in: Wertschöpfung braucht Werte – Wie Sinngebung zur Leistung motiviert, ed.:  
P. Horváth, Schäffer-Poeschel: Stuttgart 2006, p. 201 – 216  
*Translation: Which Role Does Knowledge Management Play for Company  
Culture?*
  
32. **„Wissensmanagementbasierte Leadership: Führungsmodell und Umset-  
zung bei der EnBW AG“**  
in: Leadership – Best Practices und Trends, ed.: H. Bruch, p. Krummacker, B.  
Vogel, Gabler: Wiesbaden 2006, p. 231 – 238  
32a.) 2. revised edition, 2011  
*Translation: Knowledge Management Based Leadership: Leadership Model  
and Implementation at EnBW AG*
  
33. **„Das China-Syndrom: Klimaschutz und Energiepolitik“**  
in: Die Umweltmacher – 20 Jahre BMU – Geschichte und Zukunft der  
Umweltpolitik, ed.: Bundesministerium für Umwelt, Naturschutz und  
Reaktorsicherheit, Hoffmann und Campe: Hamburg 2006  
*Translation: The China Syndrome: Climate Protection and Energy Politics*
  
34. **„Sanierung“**  
in: Handwörterbuch der Betriebswirtschaft (HWB), 6. edition, Schäffer –  
Poeschel: Stuttgart 2007  
*Translation: Restructuring*
  
35. **„Anmerkungen zur energiepolitischen Diskussion“**  
in: NIW-Vortragsreihe, volume 16, ed.: Niedersächsisches Institut für Wirt-  
schaftsforschung: Hanover 2007  
*Translation: Comments on the Energy Politics Debate*
  
36. **„Innovationsfeld Energie – Der Beitrag der Forschungsunion zur Ener-  
gieforschung in Deutschland“**  
in: Wissenschaftsmanagement 3, May/June 2007, Lemmens Medien: Bonn  
2007  
*Translation: Innovation Field Energy – The Contribution of the Research  
Union towards Energy Research in Germany*
  
37. **Mut zur Wahrheit – Wie wir Deutschland sanieren können**  
Murmans Verlag GmbH: Hamburg 2007  
*Translation: Courage for Truth – How We Can Restructure Germany*

- 38. „Infrastructure Industries – Innovation wird auch in der Energiewirtschaft über Erfolg oder Misserfolg entscheiden“**  
in: Profitables Unternehmenswachstum: Innovation und Technologie als Werttreiber, Festschrift für Prof. Dr. Tom Sommerlatte zum 70. Geburtstag, Arthur D. Little, 2008, p. 45 – 56  
*Translation: Infrastructure Industries – Also in the Energy Sector, Innovation Will Determine Success and Failure*
- 39. Wir Geisterfahrer – Wir denken falsch. Wir lenken falsch. Wir riskieren die Zukunft unserer Kinder.**  
Murmann Verlag GmbH: Hamburg 2009  
*Translation: We Wrong-Way Drivers [“Us Ghost Drivers”] – We Think Wrong. We Steer Wrong. We Risk the Future of Our Children*
- 40. „Deutschland sanieren“**  
in: TOP 100 – Die 100 innovativsten Unternehmen im Mittelstand, ed.: Späth, Lothar  
*Translation: Restructuring Germany*
- 41. „Wertschaffung durch erfolgreiches Wissens- und Kompetenzmanagement“**  
in: Documentation for the Stuttgarter Kompetenz-Tag 2010, Kompetenz. Persönlichkeit. Bildung. Band 3 ed.: Faix, Werner G., Auer, Michael, STEINBEIS, SCHOOL OF INTERNATIONAL BUSINESS AND ENTREPRENEURSHIP GmbH, Berlin 2011, p. 368 – 380  
*Translation: Value Generation through Successful Knowledge and Competence Management*
- 42. Atomblut**  
Econ Verlag: Berlin 2012  
*Translation: Atomic Blood*
- 43. Unbequem – Konsequenter erfolgreicher als andere**  
Ariston: München 2013  
*Translation: Uncomfortable – Consequently More Successful than Others*
- 44. Überlastet, überfordert, überrannt: Unser Rechtsstaat vor dem Zusammenbruch**  
Finanzbuch Verlag: München 2020  
*Translation: Overloaded, Overwhelmed, Overrun: Our Constitutional State on the Verge of Collapse*
- 45. „Novus ex Machina: Realise your Organisation’s Creative Potential with AI“**  
in: Singapore Management University – Asian Management Insights November 2023, p. 38-45

\*Remarks:

1, 24,25,37,39, 42, 43, 44 book publications

4 – 9 together with H. Hilbert

10 – 12 together with R. Ellßel

15, 16, 23 together with H. Hentschel

21 together with Dr. Maaz, Dr. Zhou

22 together with T. Hartwig

28 together with P. Horváth

38 together with J. Gerber

39 assisted by Katharina Schnabel (today: Katharina Knower)

44 together with R. Guise-Rübe

45 together with A. Tatarynowicz

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Important Note: No responsibility is taken for the accuracy and correctness of the English version/ translation of this CV. The CV is also available in German. In case of doubt, the German version shall prevail.

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