

# **GRAF LAMBSDORFF & COMPAGNIE**

UNTERNEHMENSBERATER • PERSONALBERATER

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# GRAF LAMBSDORFF & COMPAGNIE

UNTERNEHMENSBERATER \* PERSONALBERATER

We use our name as a trademark to signify a promise of quality.



## Welcome

My name is Ralf Lambsdorff. I am the initiator, „spiritus rector“, and the eponym of our group of independent management and human resources consultants.

No matter whether we describe our affiliation as a network of excellence, an alliance, a team, club, partnership or “compagnie”, this cooperative of management experts, bankers, consultants, lawyers, and engineers embodies a dynamic network in which we have all invested our knowledge and skills, our personalities, our connections, and last but not least, our reputation to the advantage of everyone concerned.

Our ability to pool an extraordinarily wide range of skills and expertise means that as business and human resources consultants we can respond flexibly and specifically to our customers' most singular needs.

We cordially invite you to find out more about us, our values, objectives and modes of thinking, and also about our business model, on the following pages. Discover how vital it is to find the ideal partner or champion for your matter of concern in order to implement your strategies and plans effectively in the market.

We would be delighted to represent your good name as it deserves, and to work with you to develop and implement successful solutions for you and your business.

Yours sincerely,

A handwritten signature in dark ink that reads "Ralf Graf Lambsdorff". The signature is written in a cursive, slightly slanted style.

Ralf Graf Lambsdorff

# GRAF LAMBSDORFF & COMPAGNIE

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## About us

We are a partnership of experienced business and human resource consultants. We focus on supporting our clients in the areas of corporate strategy, management and finance, as well as helping to choose and recruit experts and executives for management positions and business successors.

Each of us has significant knowledge and experience, gained from executive management positions in global corporations, mid-sized companies and small independent businesses. We consider ourselves „entrepreneur consultants“ since we lived entrepreneurship successfully and consequently are experienced in entrepreneurial ways of thinking. This knowledge and experience is now invested in our clients' various complex subjects.

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## Human Resource Consulting

This service mainly focuses on recruitment of top executives for corporations and small and medium-sized companies sector in all branches and positions.

We are appointed by our clients because we use established methods and professional expertise, a huge network of contacts, and our broad experience in the industry and last but not least our good reputation, which enables us to enthuse, convince and recruit the right candidates for the right job.

Additionally we support buy-outs in M&A projects, and by using the mediation instrument, we play a part in finding constructive solutions to problems in strategy and merger procedures.



## Human Resource Consulting

### Expert and Executive Recruitment

In order to successfully fulfill a client's mandate regarding recruitment, we proceed as follows:

- 1. Understanding of the company's situation.** We are entrepreneurs and over the years, we have filled a considerable number of executive positions. Consequently we are professionally experienced to assess each company's situation in detail enabling us to create an optimal profile for top-class personnel decisions.
- 2. Definition of target companies.** Vital to this is primarily scan the market and not the card index. As a rule, the files do not contain the ideal candidates or target companies. However, in order to ensure a high quality, there should be practically no limitations when defining the "hunting grounds". Unlike large international human resource consultancies, we fulfill requirements because of our structure, our number of partners and our branch expertise. Needless to say, we also have customers who are "protected", but this number is insignificant compared to the rest of the market that is available to us.
- 3. Definition of other search fields.** Along with defining target companies, we involve our top-class network of contacts in the research, as well as search fields such as the newsprint, media, and Internet. Often from this network we receive, besides targeted branch information, qualified leads to people in top positions who maybe approachable and open for contact.
- 4. Research is a matter for the management.** At this stage of the process, we have come to realize, top performers in secure senior level roles are only willing to be involved in a discussion regarding occupational change if they are convinced, as early as the initial contact by telephone, that the consultant is competent, serious and has an excellent reputation.
- 5. Choosing the right person.** Strictly speaking, the complexity of a person's character cannot be described adequately in an abstract profile. Therefore, a catalogue of questions or characteristics which one checks off in an interview cannot be considered essential. Much more important is a consciously designed dialogue in a relaxed atmosphere, which results in obtaining as much relevant knowledge about the candidate as possible and determining if he or she can meet the client's expectations. When getting to know the candidates, we are particularly keen to investigate and verify their professional track record and social tendencies. We are not so much interested in what candidates have done, but more for what they have achieved, how they conduct themselves, and whether they have development potential. Based on this, we come to our decision of which candidates to present, using our experience gained from other mandates and, if necessary, obtained references.
- 6. The presentation.** As a result, we present a manageable number of high-calibre candidates who we find to be suitable for the client's company. Of course, we also assist our clients in shortening the list of candidates and with the final decision-making.

## Human Resource Consulting

### Board Solutions

Capital market oriented companies are especially confronted with the problem of recruiting qualified and suitable staff for their Board of Directors. The discussions concerning standards and rules to „diversity“, the ongoing debate regarding female quota, but also the stake- and shareholders high expectations increase the pressure to win suitable staff for the Supervisory Board. The Directors Board practice also shows that the occupancy and nomination processes, more or less progress unstructured, with lack of relevant evaluation criteria. In order not to expose oneself to actions of avoidance, those responsible should establish qualified job profiles and conceivable nominating and staffing processes withing their supervisory bodies, although the search for Independent Financial Experts illustrates an exception. Also in middle sized companies, the necessity for an independent and professional highly qualified control by the Directors or Advisory Boards cannot be denied.

- **Board Level Search: Search and placement of corporate boards, advisory boards, financial and audit experts.** – Due to new regulatory requirements and progressive more precise laws the needs for competence, independence and structure of supervisory boards for market-listed companies have become considerably higher. Simultaneously the company has difficulty with the acquisition of qualified and more important independent ladies and gentlemen for their supervisory bodies, so that more and more, recruitment consultants need to be involved in this process. In order to respond to this development we have recently expanded and strengthened our exclusive network of experienced individuals, who due to their competence and independence are available for posts as supervisors – or advisers – also with diverse points of view -. We bring our clients together with the individuals who are suitable and willing for the mandate as supervisors or advisers, especially before upcoming supervisor and adviser elections. Should such a meeting not be possible, e.g. due to content-related or schedule reasons we, levelled on an exclusive mandate search, identify suitable candidates on the foundation of the job profile compiled by the Board of Directors, so as to win the “right” person for the position to be filled.
- **Board Profile : Monitor** – Here interested individuals, with adequate knowledge and professional experience, have the opportunity to register themselves for recruitment in the Graf Lambsdorff “Board Profile : Monitor”. With the registration – which takes approximately 15 minutes – the personal contact details are submitted. Subsequently we make prompt contact to discuss together the next steps on the way to a possible mandate for a Directors Board. Fundament for this is an individual Board Member Profile, together we compile a self-assessment of the potential candidate plus a detailed personal interview. The Board Member Profile includes information, of those interested, to professional experience, technical and personal expertise, particularly relating to their motivation and independence. The Graf Lambsdorff “Board Profile : Monitor” contains the exclusive profiles of top-candidates, who we aim to bring into contact with the Board of Directors of selected companies.
- **Board Level Advisory: Nomination processes, qualifying, efficiency review, training, coaching.** – Within the framework of our Board Advisory Services we support our clients in the evaluation of their Board of Directors in order to optimise its potential (Board Review). The evaluation of a Directors Board assists on the one hand, its abilities to achieve a sustainable increase in the companies value, make the company transparent and on the other hand to deliver concrete starting points for the optimation of its performance. This assessment extends to the Boards structure, its organisation and working methods as well as those of the company's individual members and committees. From experience the advantage of an external evaluation lies within a clear independence and, at all times, comprehensible objectivity. Basis is invariably a structured process coordinated with the Chairman of the Board. Furthermore we support Boards of Directors with the systematic qualification and professional development of their members in relation to relevant and current issues. Our specialised coaching and seminars are based upon a qualification concept from the Deutschen Börse for Supervisory Boards.



## Human Resource Consulting

### Entrepreneur Successor

According to calculations by the Institut für Mittelstandsforschung in Bonn (Institute for Small Business Research) approximately 300,000 mid-sized family businesses face a change in management within the next few years, half of them for reasons of the age of the owners respectively management. The search for a successor, whether within the family, among members of staff (MBO) or externally (MBI), is often approached much too late, despite the fact that a successor is essential if the business is to survive. Through cooperation with private equity companies, strategic investors, and consultations with numerous small and medium-sized companies sector entrepreneurs, we attempt to resolve the problem in a goal-oriented manner, usually by taking the following steps:

- 1. Summing up the company's situation.** We are entrepreneurs, and over the years, we have held a considerable number of executive-level roles. Consequently we are professionally experienced to assess each company's situation in detail enabling us to create an optimal profile for top-class personnel decisions as required in successions.
- 2. Research and participation models.** Due to our excellent comprehensive branch-independent network, we are in the position to identify managers in the executive sector whose next career goal is self-employment, and therefore are planning on acquiring an appropriate business share by management-buy-in. We also accomplish and support investors whose major strategic significance is the acquisition of a business enterprise and which then have the ability to supply the necessary managerial expertise for the further development of the business after acquisition. The third possibility of the entrepreneur's succession is that we assist in the so-called management buy-out process, where we put eligible top and middle management in the position to purchase their company, with the help of financial investors. With this procedure, it is vital to acknowledge that top performers in top positions will only be willing to discuss constructively a potential interest in participation when being addressed at the first anonymous presentation of the company, if they are convinced of the competence, seriousness and reputation of the consultant.
- 3. Choosing the right person.** Strictly speaking, the complexity of a person character cannot be described adequately in an abstract profile. Therefore, a catalogue of questions or characteristics which one checks off in an interview cannot be considered essential. Much more important is the deliberate creation of a dialogue, in a relaxed discussion, which results in obtaining as much relevant knowledge about the potential acquirer as possible, and determining if he or she can fit into the culture of the business. When getting to know the potential acquirer or successor, we are particularly keen to learn about their achievements as a top executive or entrepreneur, as well as their social stature. We are not so much interested in what they have done, but more for what they have achieved, how they conduct themselves, and whether they have development potential as an entrepreneur. We subsequently come to our decision for the presentation based on experiences gained from other mandates in the M&A field. Once the right person has been found, we support the handover of the company to that person by integrating our cooperation partners from the private equity market. These private equity companies acquire the owners' company on behalf of the MBI entrepreneur and finalize the succession.



## Human Resource Consulting

### Interim Management

Interim Managers are personalities which take over leadership- and/or project-responsibility for an agreed period. They are independent entrepreneurs and need to persuade their clients by professionalism and most of all by their personality. They are Interim Manager by passion. Basically an Interim Manager has a huge time-pressure to accomplish his tasks. Hence, he must have the ability to analyze the situation of the company fast and appropriately, to set priorities, to motivate employees and to generate change readiness. Often it is necessary to resolve resistance and to put the necessary changes in place with the best possible team. To reach this he has a limited time-schedule available, because generally the most decisions need to be implemented in the first month of duty. Therefore, a high stress resistance, social competence and a disciplined self-management, combined with good communicative abilities are essential for a successful Interim Manager. In addition, assertiveness and persuasive power are indispensable in order to implement uncomfortable decisions.

Also in Germany Interim Management becomes increasingly popular by supporting companies in important development phases. According to appropriate surveys the market of Interim Management shall continue to grow about 20% per year.

In this respect we maintain an updated database-supported network of nearly 500 executives and specialists from almost all industrial sectors, who are successful and sustained Interim Managers for the first, second and third management-level or in the project business. These Interim Managers were interviewed personally and show successful and impressive careers. They convince by their qualifications, skills and personality as well as by their ability to build up sustained confidence to management and employees of the client in order to implement necessary and often also unpopular tasks successfully.

In order to support our customers with professionals and leaders for a limited time – „interim“ – we proceed as follows:

- 1. Realize the Company Situation.** In a personal discussion with our clients, we gather the profile of the company and its strategy, the description and objective of the assignment as well as the qualifications and personal requirements of a perfect candidate. Shortly we present a proposal which is the basis for the service contract to be concluded.
- 2. Preselection and Presentation of the Interim Manager.** Out of a potential of approximately 500 personally interviewed and approved Interim Managers we select a small quantity of personalities in order to discuss the task and the basic conditions. After clarification of availability, suitability and „inclination“ we present those to our customers.
- 3. Service Contract.** Once the Interim Manager is selected by the client, a suitable service contract is concluded. This regulates all necessary conditions concerning time, availability, course of the project, fees, business expenses, etc.



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- 4. Support.** During the complete term of the project – generally 6 to 12 months – we are available as a co-ordinator and coach for our clients as well as the Interim Manager. On request, the project is reviewed and specifications, changes and amendments are discussed and agreed when indicated.
- 5. Validation.** At the end of the project we analyze and review the collaboration as well as the delivered engagement. Afterwards we bill the final account according to the agreed conditions.

Our activities as a management and human resource consultant enable us to maintain a vivid network of mature leaders and experts to present suitable candidates for nearly any project. We are in a position to address companies from small business and large-scale industry, which have special requirements regarding market-, product-competence or professionalism of Interim Managers.



## References

Here you will find a small selection of professional and executive positions from more than 1,000 search mandates, which we have filled for our clients in the past few years. It would be our pleasure to provide you with more detailed information about other successful search mandates.

**Verkaufsleiter** [Führender Automobilhersteller]  
**Geschäftsführer** [Führender Automobilzulieferer]  
**Vorstandsmitglied** [Führender Automobilzulieferer]  
**Leiter Vertrieb und Marketing** [Führender Hersteller im Bereich Tore]  
**Leiter Einkauf** [Führender Hersteller im Bereich Tore]  
**Kaufmännischer Leiter** [Internationaler Maschinen- und Anlagenbaukonzern]  
**Bereichsleiter Projektmanagement** [Internationaler Maschinen- und Anlagenbaukonzern]  
**Kaufmännischer Leiter** [Führender Hersteller von technischen Gasen]  
**Vertriebsleiter** [Führender Hersteller von Fassaden- und Sonnenschutzsystemen]  
**Geschäftsführer** [Internationaler Medizintechnikhersteller]  
**Vorstandsmitglied** [Internationales Bauunternehmen]  
**Geschäftsführer** [Internationales Bauunternehmen]  
**President Operations** [Internationaler Konsumgüterhersteller]  
**Fertigungsleiter** [Führender Automobilhersteller/ Nutzfahrzeuge]  
**Leiter Marketing** [Internationaler Objektmöbelhersteller]  
**Beteiligungscontroller** [Mittelständische Beteiligungsgesellschaft]  
**Bereichsleiter Kredit** [Deutsche Großbank]  
**Professional Investmentbanking** [Deutsche Großbank]  
**Firmenkundenbetreuer** [Deutsche Großbank]  
**Leiter Akquisitionsfinanzierung** [Deutsche Großbank]  
**Spezialist Structured Finance** [Deutsche Großbank]  
**Leiter Einkauf** [Führende Messegesellschaft]  
**Director Human Resources** [Führende Messegesellschaft]

**Managing Director Russland** [Internationaler Konsumgüterhersteller]  
**Director Sales International** [Internationaler Luxusgüterkonzern]  
**Brandmanager** [Internationaler Luxusgüterkonzern]  
**Vertriebsleiter Deutschland** [Internationaler Luxusgüterkonzern]  
**Leiter Retailbusiness** [Internationaler Luxusgüterkonzern]  
**Marketing Manager** [Internationaler Luxusgüterkonzern]  
**Finance Manager** [Internationaler Luxusgüterkonzern]  
**Investment Director** [Private Equity Beteiligungsgesellschaft]  
**Head Transaction Services** [Internationale Beteiligungsgesellschaft]  
**Leiter Kundencenter** [Internationale Immobiliengruppe Gewerbeimmobilien]  
**Geschäftsführer** [Internationales IT-Unternehmen]  
**Key Account Manager** [Internationaler Systemintegrator]  
**Sales Executive** [Internationaler IT-Hersteller]  
**Geschäftsführer Outsourcing** [Internationaler IT-Hersteller]  
**Senior Consultant Großbanken** [Internationaler IT-Hersteller]  
**Leiter Business Development** [Internationaler Hochtechnologiekonzern]  
**Vertriebsleiter Deutschland** [Internationaler Sicherheitstechnikhersteller]  
**Leiter Handelsmarketing** [Werbeagentur]  
**Uniteiler Kreation** [Werbeagentur]  
**Bereichsleiter Strategie & Konzept** [Werbeagentur]  
**Geschäftsführer** [Werbeagentur]  
**Leiter Casino** [Internationale Casinobetrieb]  
**Leiter Controlling** [Internationale Casinobetrieb]  
**Leiter Marketing** [Internationale Casinobetrieb]

# GRAF LAMBSDORFF & COMPAGNIE

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»Analyse  
Think  
Act«



## Ralf Graf Lambsdorff

Partner

**Graf Lambsdorff & Compagnie**

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Officer's career, businessman

Since 1985, has held senior positions  
in private enterprises

Initiator and founder of the consultancy network  
Graf Lambsdorff & Compagnie  
Unternehmensberater • Personalberater

### Sectors

Banks and Insurance Companies

Real Estate Companies

Building Industry

Automotive Industry

Luxury Goods Industry

### Positions

Supervisory Boards

Boards of Management

Managing Directors

Directors

### Special Offer

Executive Coaching



## Dipl. Kfm. Philipp Obermaier

Partner

**Graf Lambsdorff & Compagnie**

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USt-ID: DE 266 351 210

### **Business Segments & Professional Focus**

Management Consulting

Consultancy

Interim / Project Management

Mergers & Acquisitions

Organizational and Personnel Development

Management of Change Processes

Restructuring

Training, Coaching, Mediation

Business Development

### **Clients**

Companies from the branches:

Automotive

Services

Information & Communication Technology

Healthcare

Media

Married, 2 children

Study of business administration at the Ludwig Maximilians University; Mediator (BMW®)

Since 2003 direct managerial responsibility in the FMCG / LEH and the service industry.

Freelance since 2009

Business Consultant, Mediator and Trainer with emphasis in the branches Automotive, Personnel Service Industry and Information & Communication Technology.

Partner of Graf Lambsdorff & Compagnie  
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„Quidquid agis, prudenter agas et respice finem“ („Whatever you do, may you do it prudently, and look to the end“)  
[Äsop]



## Ferdinand Robert Schulhauser

Partner

### Graf Lambsdorff & Compagnie

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USt-ID: DE 292 107 634

### Sectors

Industry

Consumer Goods

Services

### Positions

MBI/MBO Entrepreneurs

Managing Directors

Board Members

Professionals and executives

Married, 2 children

Partner of Graf Lambsdorff & Compagnie  
Unternehmensberater • Personalberater

Partner Capitalmind GmbH  
([www.capitalmind.com](http://www.capitalmind.com))

Longstanding operational and strategic experience covering the entire value chain within Daimler AG, most recently as Head of Product & Strategy at Mercedes-Benz Luxembourg S.A.

Studied business administration with a university graduation as Dipl.-Kfm. Univ.

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„Facts are better  
than dreams“  
[W. Churchill]



## Christa Schultz-Engelhard

Partner

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Mobil: +49 172 6 94 00 55

E-Mail: schultz-engelhard@lambsdorff-cie.de

USt-ID: DE 251 425 811

Married, 1 daughter

24 years of distribution and sales experience in management positions in the information technology and telecommunications industry (national/international)

Self-employed personnel service provider for large-scale customers of the IT industry

Partner of Graf Lambsdorff & Compagnie  
Unternehmensberater · Personalberater

### Sectors

Processing Industry

Trade and Banks

Information- and Telecommunication-Services

### Positions

Executives and skilled personnel for

- Executives and skilled personnel
- Sales and Services
- Marketing
- Professional Services
- Logistics
- Administration
- Finance and Accounting

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»Seize the day –  
then before you know  
it, nothing happened.«



## Michael Stolskij

Partner

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E-Mail: [stolskij@lambsdorff-cie.de](mailto:stolskij@lambsdorff-cie.de)

USt-ID: DE 198 960 975

Married, 3 children, 5 grandchildren

5 years in international marketing with a  
major mechanical engineering company

25 years in the IT sector as head of sales,  
managing partner and spokesman of the board  
of management of a medium-sized holding  
for participating interests and member of  
supervisory board of several industrial and  
services companies

Partner of Graf Lambsdorff & Compagnie  
Unternehmensberater • Personalberater

### Sectors

Industry

Trade and Banks

Private Equity Funds

Information and Communication Technology

Consultancy Companies

### Positions

Supervisory Boards

Boards of Management

Managing Directors

Directors

MBI/MBO Entrepreneurs

High Potentials

# GRAF LAMBSDORFF & COMPAGNIE

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Do you have  
any questions?



## Information / Contact

My name is Karin Perle.  
I am in charge of the central partner office in  
Wiesbaden. I am at your disposal to answer any  
questions relating to our partners and mandates.

Do not hesitate to call me or send me an e-mail  
– I am here to make your contact with us as  
pleasant as possible!

**Graf Lambsdorff & Compagnie**  
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**Zentrales Partnerbüro**  
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Fax: +49 611 95 15 15  
E-Mail: [welcome@lambsdorff-cie.de](mailto:welcome@lambsdorff-cie.de)

### How to find us in Wiesbaden, Sonnenberger Straße.

Follow the signs in Wiesbaden  
to Stadtmitte/Kurhaus.  
You will automatically arrive at Wilhelmstraße.  
At the end of Wilhelmstraße (R+V building),  
turn right into Sonnenberger Straße. After around  
300 m, turn left into the driveway of house No. 16.  
Parking spaces are available behind our building.

Bon Voyage



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Other offices in: Hamburg, Hanover, Karlsruhe, Kleve, Munich, Mindelheim.

Graf Lambsdorff & Compagnie is the name of a network of business and human resource consultants: Matthias W. Junger, Jürgen Knop, Stefan Krischik, Ralf Graf Lambsdorff, Philipp Obermaier, Dr. Michael Pietsch, Klaus Pontius, Ferdinand Robert Schulhauser, Christa Schultz-Engelhard and Michael Stolskij, each of whom act independently and are individually liable.

Responsible for the contents of this website: Michael Stolskij, partner,  
Graf Lambsdorff & Compagnie, Unternehmensberater, Personalberater.