

References & Previous Experiences

Risk / Process Management and Internal Audit

- Internal audit "Review of development processes against the background of a loss-making residential construction project development in Frankfurt (ongoing from July 2019)
- Internal audit "Employee Purchase Processes" for a housing privatization company (November 2017 to March 2018)
- Consulting for the upgrade of the financial reporting processes of a medium-sized project developer incl. training (September 2017 to May 2018)
- Internal audit of a housing project development in Munich with a focus on recommendations for economic and time scheduling optimisation (January to May 2017)
- Operating Model Transformation - Consultancy Project to redesign the complete real estate development process for a developer organization in Dubai (in collaboration with Arthur de Little's Dubai Office), October 2015 - January 2016
- Advice on process development for a new department of a housing project developer (May 2016 - September 2016)
- Internal audit of a large-volume residential construction project development in Frankfurt with focus on claim management, total investment volume > € 100 million (March to May 2016)

Relevant previous experience Mathias Holst 2009 to 2014:

"Head of Risk & Process Management" / "Chief Risk Officer" of IVG Immobilien AG:

- Development and implementation of a comprehensive early risk warning system (European-wide)
- Quarterly opportunity and risk reporting to the Board of Management and Supervisory Board of IVG
- Definition and documentation of all essential IVG processes in the Organisation Manual (approx. 65 main processes and > 100 detailed individual processes)
- Design and implementation of a system of internal controls for all business segments and processes (approx. 500 internal controls for the IVG Group - differentiated into 3 risk categories)
- Continuous improvement of all processes, in particular in the asset management organisation set up throughout Europe
- Leadership of a team of 5 FTE (full time equivalent): 2 process managers, 2 risk managers, 1 team assistant

From January 2010 also "Chief Audit Executive" of IVG Immobilien AG:

- Conception and implementation of a risk-oriented audit planning through the establishment of an IVG-wide "Audit Universe" and an annual audit plan derived from it with a scope of 450 to 550 audit days
- Design and implementation of 15 to 20 audits per year (incl. documentation of findings and recommendations)
- Follow-up of recommendations
- Additional internal control testing (approx. 60 tests per year)
- Regular reporting to the Board of Management and Supervisory Board of IVG
- Quality control of internal audit & regular review of audit quality
- Coordination of a team of 3 external auditors