

## Werner Frohn

A hands-on leader, strategic planner, and polished communicator with over 25 years of experience. Werner is an accomplished and incisive financial executive with a unique blend of strategic business planning, opportunity identification and client relationship management expertise. Regarded as a strategic thinker with strong negotiation, problem-solving, communication and interpersonal skills.

Proven ability to identify business development opportunities, implement change, and drive organizational excellence and financial growth by leading cross-functional teams and communicating effectively with all levels of the organization. Persuasive when working with senior management on strategically important projects, and continuously developing positive relationships with key gatekeepers, thought leaders, and service providers.

Asset Management and Investment Banking are core areas of experience. Through his broad responsibilities in the asset management sector, Werner engaged in deep due diligence and negotiation processes across a broad range of industry sectors and developed a set of transportable skills which can be applied in other industry sectors, including entertainment, pharma, health care, technology and sustainability.

### **CFO Leadership • Mergers & Acquisitions • Turnaround • Due Diligence • Treasury management • Financial Restructuring • System implementation**

- **Promoted the development and growth of new asset classes for institutional investors**, creating a \$6 billion Opportunity Fund by investing in Intellectual Properties, sustainability and esoteric insurance risk.
- **Developed and implemented processes that fulfilled requirements of increased globalization and operational challenges highlighted by global financial crisis.** Developed and managed financial and operational processes (Finance, Control, Risk management, Operations and IT), supporting an institutional investor's \$70B investments, of which \$45 billion capital market investments and \$25 billion alternative investments.
- **Implemented external management of a \$20 billion Hedge Fund-Of-Fund** and performed independent oversight role on 70+ hedge fund mandates.
- **Served on a global task force for a large institutional investor, developing the system- and data-architecture** for four "production streets" (capital markets & plain vanilla derivatives / complex products / alternative assets / external manager & service provider feeds). Systems with functionality for risk management (Barra and RiskMetrics), performance measurement (Pearl), alternative assets portfolio management (eFront) and data warehouse (SAS).



- **Implemented quality standards and regulatory requirements both in Europe and in US** and worked with the Dutch Central bank on developing and implementing additional supervisory measures for innovative and esoteric asset categories.

## Career Summary

<b>Hardesty, LLC</b>	<i>Partner, 2016 - Present</i>
<ul style="list-style-type: none"><li>• Hardesty, LLC is a national executive services firm that provides on-demand financial management leaders to companies ranging from emerging growth to large public entities through a variety of flexible offerings. Our firm provides professional CFOs, treasurers, controllers and other financial management with deep operational management expertise.</li></ul>	
<b>Inventive Capital Partners</b>	<i>CFO/COO, 2014 - Present</i>
<ul style="list-style-type: none"><li>• Focused on acquiring and investing in intellectual property rights and Invention Rights (“IR”) or cash flows from patent licensing rights, patent applications, know-how and trade-mark investments in innovation-intensive industries (“Industrial IP”).</li><li>• Created and launched an IP-centric asset management firm, focused on acquiring investments in Industrial IP within innovative industries.</li><li>• Performed financial analysis, due diligence and valuation modeling on transaction opportunities and structured terms and conditions for individual transactions.</li><li>• Built and managed infrastructure for assets under management, including systems, processes and service providers.</li><li>• Coordinated transaction and asset management processes for internal staff and external service providers to guarantee integrated and effective processing of managed assets.</li></ul>	
<b>APG / ABP Asset Management US</b>	<i>Various Roles, 2000 - 2013</i>
<ul style="list-style-type: none"><li>• A subsidiary of Global Pension Plan APG, world’s third largest international pension fund with \$450B assets under management (AUM).</li><li>• Promoted the development and growth of new asset classes for APG up to 1% of total plan assets of \$450B.</li><li>• Created and implemented comprehensive business strategy, targets, benchmarks, and key performance metrics for evaluation of investments.</li><li>• Managed full transaction cycles, including strategy evaluation, on-site manager due diligence, mandate negotiations, internal approvals and documentation.</li><li>• Acquired detailed understanding of IP (Intellectual Property) markets through extensive researching, identifying critical managers in each sector and creating diversified IP portfolio for clients.</li><li>• Developed and invested new asset class of intellectual property investments of \$2B in music, film and TV rights and pharmaceutical patents, which outperformed markets and delivered non-correlated, recession resilient returns above 15% net IRR.</li><li>• Invested APG Special Opportunity Fund of \$6B over a five-year period.</li><li>• Implemented Alternative Portfolio Management System eFront for APG Special Opportunity Fund.</li></ul>	

- Developed substantial insight and network in sustainable, ESG and impact type investments
- Developed and implemented processes that fulfilled requirements of increased globalization and operational challenges highlighted by global financial crisis
- Supported \$45B AUM in capital markets and \$25B AUM in alternative products.
- Managed global system implementation of newly formed Investment & Information Services team, building team of 20 top-performing professionals to support markets.
- Implemented SAS data warehouse software and three trade support systems plus upgraded database application for main support systems from Pervasive to Oracle.
- Became SAS70 Type I and Type II (currently SOC standard) compliant after developing, implementing and ensuring all Business Processes and IT controls were in place.
- Served as key member of global task force which redefined framework for APG's Global investment processes, organizational structure and information systems.
- Managed outcome of the strategic decision to separate the owner of ABP Investments' pension plan assets and the APG Asset Management organization as it pertained to ABP Investments US location.
- Established finance, control and risk management operation and developed compliance structures.
- Implemented risk management systems Barra and RiskMetrics and performance management system Pearl, to maximize portfolios expected return for a given amount of risk through careful asset allocation.
- Improved investor protection by implementing new product processes for capital markets, coordinated support teams and directed transfer of hedge fund assets from the parent company.
- Implemented external management of \$20B Hedge Fund-Of-Fund "New Holland Capital" and performed independent oversight role on 70+ hedge fund mandates.
- Developed, defined and optimized strategies and processes throughout finance, control, risk, IT and operations, then converted them into tangible financial targets for 70 managed assets.
- Directed integration of \$45B externally managed portfolios into internally managed investment funds and coordinated development and implementation of all aspects of the integration.
- Transformed externally managed portfolios, including \$8B REITS, \$2B private real estate assets, and \$35B fixed income assets into five internally managed funds, directed full integration of investment processes.

#### Education

- Tilburg University, Netherlands / Master of Financial Economics (equivalent to CFA)
- Utrecht University, Netherlands / MS, Higher Financial Administrative Management
- Limburg Business School / BA, Economics

#### Certification

- University of Amsterdam, Netherlands / Chartered Controller (equivalent to CPA)