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Dear SPIBA Members,

It is an honor being asked to candidate for becoming a member of SPIBA's Executive Committee. Unfortunately, due to a long planned business trip, I am not able to join the voting-meeting and I admit that I cannot introduce myself personally. Some of you I've already met at various SPIBA events.

SPIBA, in my eyes, covers a very important function: it enables a neutral and independent platform to exchange thoughts and experiences, share knowledge and connect like-minded people. It is a community that relies on trust. This is to the advantage of all members who, individually, would face higher efforts to receive their goals. SPIBA conducts a strong voice for its members.

By joining the SPIBA Executive Committee, I offer to further – and what lies in my possibilities – contribute to strengthen this voice. Previously, I have been acting within similar organizations, like the Association of Airports International (ACI) and I've headed the working group for infrastructure development at the German Aviation Association (BDL).

I would like to bring in my international experience and my ideas, help to support the SPIBA members and further develop this already very elaborated community. With constructive discussions and forward looking. Therefore, I kindly ask for your trust and your support.

CV

Lars has wide experience in the airport industry: Before joining NCG as CFO in 2017, he was Senior Vice President at Fraport AG, the operator of Frankfurt Airport: In this function, he was responsible for commercial affairs of the Aviation division. Prior to that, he has been CFO of Fraport's subsidiary which operates apron control at Frankfurt Airport and continued to be a member of the supervisory board thereafter.

Lars has served in various positions at Fraport since 2006: He has strong capabilities in strategic and commercial development, including price

strategy and airport charges regulation: for instance, he negotiated charges with airline operators. Furthermore, Lars led the operational excellence project which Fraport ran before inauguration of the 4th runway. Lars worked with his team on airport innovations related to automatization (e.g. drones) and digitalization. Earlier, he was in charge for economic models and cost-efficiency programs. Lars was initially responsible for management accounting including budgeting and controlling.

Through temporary and project deployments e.g. in Austria (Vienna) and the Middle East (mainly Jeddah) he gained insights into airport operations in international projects.

Lars was a member of the economic committee of Airports Council International/ACI Europe, the European trade body for airports. Furthermore, he chaired the infrastructural working group of the German Aviation Association (BDL).

Lars holds a master's degree from the University of Konstanz, Germany. He studied Public Policy and Management with semesters abroad at Sciences-Po (IEP) Paris, France and at Jiao Tong University Shanghai, China. In 2012, he obtained an Executive MBA at Goethe Business School in Frankfurt in alliance with Duke Fuqua School of Business, USA.