

LINKIES.
MANAGEMENT CONSULTING

CV PROFILE + REFERENCES MARIO LINKIES

LEIPZIG | SAXONY | GERMANY | EUROPE
OAKVILLE (GREATER TORONTO AREA) | ONTARIO | CANADA



CV PROFILE MARIO LINKIES

EXPERIENCE



SUPERVISORY BOARD MEMBER
PUBLITY PERFORMANCE GMBH

03/2014 - NOW

Sector: Financial / Banking Services Private Company, 51-200 Employees

Focus: Supervisory, Enterprise Governance, Supervisory Board, Risk Management of a Capital Management Company, Financial Product Portfolio Supervisory, IT Risk Governance & Compliance



OWNER, AUTHOR, PAINTER, PHOTOGRAPHER
MARIO LINKIES ARTWORKS INC. CANADA

12/2012 - NOW



JOINT STEERING COMMITTEE MEMBER

ALBERTA - SAXONY INTERCULTURAL INTERNSHIP ALLIANCE
CANADA | GERMANY

03/2010 - NOW



MORE THAN 150 PERSONAL GLOBAL CUSTOMERS

ENTREPRENEUR, MANAGEMENT CONSULTANT, PARTNER

LINKIES. MANAGEMENT CONSULTING SOUTH AFRICA (PTY) LTD.

DIRECTOR

11/2012 - NOW

LINKIES. MANAGEMENT CONSULTING CANADA INC.

CANADA

PRESIDENT

03/2010 - NOW

LINKIES. UNTERNEHMENSBERATUNG GMBH

GERMANY

CEO

07/2009 - NOW

LINKIES. & PARTNER

GERMANY

PARTNER

03/2009 - NOW

Sector: Management Consulting Private Group of Companies, Employees plus external specialists

Focus: Enterprise Risk Management + Corporate Governance (including SAP Security, Authorizations, GRC), Regulatory Compliance + Legal Advisory, Environmental Marketing + Compliance Services, SAP + Information Security, Strategic End-to-End Security Consulting, Access and Risk Control

Achievement (Examples): Average reduction of superfluous authorizations, SoD risks and access complexity by 90% at most of the customers with existing SAP installations, including license cost optimization and transparency, establishing processes for license control and user management with substantial savings, End-to-End Security strategy and concept for a financial institution in Germany, including Risk and

Compliance Control, i.e. customer relationship / financial sanctioning, enforcement, sanction list control, anti-money laundering, due diligence, crisis management, Financial Product and Risk Analyst in a project management capacity at Canadian Banks, Business Process Reengineering (BPR) for Canadian Government Organization, Access Control Optimization (ACO) especially in high risk industries (finance and banking, chemicals and pharmaceuticals, biotechnology, utilities, energy, governments and security)

Country Responsibility: Germany, Canada (supervising and quality assurance for LINKIES. companies, for example South Africa)

Founder and former Speaker of the Global Security Alliance (GSA) / now part of International Association for SAP Partners (IA4SP)

Selected customers: TRUMPF (DE), Volkswagen Canada (CA), Audi Canada (CA), Voith Group (DE), Welsh Water (Wales/UK), Röhm (DE), Thales (FR), EnBW ODR (DE), Shell (NL), MIBRAG (DE), bhn/LENZE (DE), Schaltbau (DE), Dürr (DE), Karl Mayer (DE), Kässbohrer (DE), Kühne & Nagel (CA), Mapal (DE), Murr (DE), Bosch (DE), Schwenk (DE), ThyssenKrupp (DE), Weishaupt (DE), Wittenstein (DE), Trost (DE), Peri (DE), publity AG (DE), Infineon (AT / DE), Nexeo (US), Deutsche Bank (DE / UK), Rockwood Lithium (DE / US), Securinfo (ZA)

Project roles (selection): 1. SAP Project Manager of teams between 3 and 200 consultants and managers, 2. SAP Authorizations Specialist / SAP Authorization Administrator, 3. Strategic Advisor on Risk Management, Access Control and SAP Security solutions, 4. Implementation Manager, 5. Audit Expert for preparation of different audits (SOX, Basel a.o.), 6. Focus on SAP access control solutions (i.e. role and authorization concepts with SAP BO GRC, Securinfo for SAP, Soterion for SAP, Approva, and many other tools and solutions, areas SAP ERP, CRM, BI, SRM, HCM), 7. Leads an annual comprehensive study on 100+ global EGRC tools and solutions, 8. Quality Assurance for Authorization projects, 9. IT End-to-End Security Strategy and Comprehensive Concepts (covering Documentation Lifecycle Security, Security Lifecycle Architecture, Role and Authorization Lifecycle Security, Identity Lifecycle Security, Risk Compliance Control Lifecycle, Corporate Governance Lifecycle, Security Organization Lifecycle, Technical Security Lifecycle, Application Security Lifecycle, Security Project Onboarding a.o.), 10. International Security and Risk Standards (COSO, COBIT5, ISO27000, ISO31000, ...), 11. Strategic Advisory and Project Management, including software evaluation, product portfolio governance, risk management supervisory / improvement

MANAGEMENT CONSULTANT, GLOBAL MANAGING PARTNER, CEO
PRESIDENT, BOARD MEMBER
SGC AG

2007 - 2009

Sector: Management Consulting Private Company, 51-200 Employees

Focus: SAP, Enterprise Risk Management (ERM) for all industries, Compliance & Corporate Governance, Crisis Management, IT Security, HCM, Partner Management, Global Development

Country Responsibility: USA, Canada, Germany, Switzerland, Austria, Spain, Japan

Speaker International Association for SAP Partners (IA4SP)/Global Security Alliance (GSA)

Selected customers: ThyssenKrupp (DE), ThyssenKrupp Presta Steering (FL), Zürcher Kantonalbank (CH), Mondi Packaging (AT), Sandoz (BR), Shell (UK / NL), REE Red Electrica (ES)

Project roles: 1. Project Manager of teams of between 2 and 10 consultants and managers, 2. SAP Security and Authorizations Specialist, 3. Strategic Advisor on SAP Security and Risk Management solutions

(OpRisk, MaRisk, ...) 4. Implementation Consultant, 5. Internal Audit Expert for preparation for different internal audits

SAP CONSULTANT, DIRECTOR GLOBAL ERM CONSULTING
SAP SYSTEMS INTEGRATION AG 2002 - 2007

Sector: Management Consulting Listed Company, 1001-5000 Employees

Focus: Consulting for SAP Security and Authorizations, Process and Organization Design, Risk and Control
Country Responsibility: Germany and World

Founder and Director SAP Global Security Alliance (SAP GSA)

Selected customers: TollCollect (DE), Suncor (CA), Coca-Cola Hellenic Bottling Co. (BG), MAN (DE), BHP Billiton (NL), Roche (CH), Queensland Health (AU), Ruukki (FI), AES (US), European Central Bank (DE)

Project roles: 1. Project Manager of teams of between 1 and 30 consultants and managers, 2. SAP Security Specialist, 3. Strategic Advisor on SAP Security and Risk Management solutions, 4. Implementation Consultant, 5. SAP Authorizations Expert, 6. License Management Expert, 7. Authorization Test Manager, 8. Quality Assurance Officer, 9. Implementation Team Member (SAP GRC, SAP Access Control, Securinfo for SAP, CodeInspector, plus other comprehensive solutions and supporting tools)

OWNER, CONSULTANT, FOUNDER
EMPS ENVIRONMENTAL MARKETING PATENT SERVICES CANADA
1995 - 2009

Sector: Management Consulting Private Company, 2 Employees

Focus: Consulting + Marketing for Environmental companies, Representatives for German companies in Canada, Representatives at environmental trade shows, Company is now part of LINKIES. Management Consulting

SENIOR CONSULTANT, SENIOR MANAGER
DELOITTE CANADA 1994 - 2001

Sector: Management Consulting Private Company, 1001-5000 Employees

Focus: Consulting for Authorizations and Access Management, SAP Audits, R/3 MM, FI, CO, QA, Logistics, Project Management

Selected customers: Nissan (CA), BJ Services (UK, Scotland), Rio Tinto (AU), Bell Canada Group (CA), MCI (UK, England), DuPont (US), University of Toronto (CA), City of Ottawa (CA), Domtar (CA), Bombardier (CA), Royal Bank (CA)

Project roles: 1. Project Manager of teams of between 2 and 5 consultants, 2. SAP Security Specialist, 3. Strategic Advisor on SAP Security and Risk Management solutions, 4. Implementation Consultant, 5. SAP Authorizations Expert, 6. Training development and Trainer

SAP SYSTEMS ANALYST
DEUTSCHE SHELL CHEMIE 1989 - 1993

Sector: Chemical Industry Private Company, 201-500 Employees

Focus: SAP Systems Analyst, EDI/EDIFACT, SAP R/2 MM, SD, FI, CO, ABAP/4 Programming, Authorizations

Representative of Shell in the Board of the Chemical Industry (VCI), Frankfurt am Main, Germany

IT Liason to Shell Chemicals Europe, The Hague, NL

EDUCATION

BERLIN HUMBOLDT UNIVERSITY 1985 - 1989

Finance, Banking, Foreign Trade Certification: Diploma Economist (Masters Degree)

GESELLSCHAFT FÜR INFORMATIONSVERRARBEITENDE BERUFE
MAINZ GERMANY 1990 - 1991

EU Consultant for IT & Telecommunications 1991 (European Award)

SAP TRAINING CENTERS IN GERMANY, SWITZERLAND, AUSTRIA,
CANADA, USA, SINGAPORE, MEXICO, NETHERLANDS, BELGIUM
1992 - 2012

30+ different SAP trainings related to SAP HR, SAP HCM, SD, MM, PP, QM, Security, Authorizations, GRC Access Control, Process Control, Risk Management, IS Banking, IS Oil & Gas, Soterion for SAP, Securinfo for SAP, Identity Management, Risk Audit, SAP Risk Management, SAP Security, IT Security, ISO 27x at training centers in Walldorf, Berlin, Houston, Montreal, Toronto, Singapore, Tokyo, Osaka, Geneva, Luxembourg, Amsterdam, and Brussels

IDW - INSTITUT DER WIRTSCHAFTSPRÜFER (GERMAN AUDIT
INSTITUTE), LEIPZIG 2012

IT Security Audit Training

PUBLICATIONS AND MEDIA PRESENTATIONS

LITERATURE / BIBLIOGRAPHY

- Sicherheit und Berechtigungen in SAP-Systemen, SAP Press, Bonn, 2006
ISBN 978-3-89842-670-1 (Bestseller)
- SAP Security and Authorizations, SAP Press, New York, 2006
ISBN 978-1-59229-062-8 (Bestseller)
- SAPシステムのセキュリティと権限管理, Nikkei Press, Tokio, 2007
ISBN 978-4-89100-556-6 (Bestseller)
- Sicherheit und Risikomanagement für SAP-Systeme, SAP Press, Bonn, 2010
ISBN 978-3-8362-1421-6 (Bestseller)
- SAP Security and Risk Management, SAP Press, Boston, 2010
ISBN 978-1-59229-355-1 (Bestseller)
- Im Land des roten Ahornblatts, Gedanken um die Welt – Gedichte und Fabeln, Projekte-Verlag Cornelius, Halle/Saale, 2012, mit einem Geleitwort von Bernd Weikl, ISBN 978-3-95486-108-8
- Im Land der roten Sonne, Gedanken für die Welt – Gedichte und Fabeln, Printsystem Medienverlag, planned for 2015, mit einem Geleitwort von Herbert Blomstedt
- <link-zyklus>, Verlag Neue Musik Berlin, planned for April, 2015

- Finance City – Erfolg mit Non-Performing Loans, Leipziger Universitätsverlag, Leipzig, planned for December, 2015
- SAP Governance & Compliance, SAP Press, Boston, planned for December, 2016
- Der Leipziger Brühl und seine Töchter, Leipziger Universitätsverlag, Leipzig, planned for 2017

SPECIALIZED ARTICLES

SAP Info Magazine, SAP Journal Magazine, IT Security (Cover Story, 2005), E3 SAP Magazine (Cover Story, 2008), Banking Newspaper (Sparkassenzeitung, 2004), S@PPORT Magazine (2012), E3 SAP Magazine (Interview, 2012), Hakin9 IT Security Magazine (Text and Interview, 2012), S@PPORT Magazine (SAP IT Security Text, 2014)

SPECIALIZED PRESENTATIONS AND SPEECHES

DSAG Annual SAP User Group Conference (Leipzig, Germany, 2004); Security Trust@Days (Stuttgart, Mannheim, Berlin, Germany, 2002-2007); SAP Security & Authorizations at Lambton College (Sarnia, Ontario, Canada 1995-2002); TechTarget (SearchSAP online Interview 2007), ifu Institute at Martin-Luther University Halle-Wittenberg (Halle/Saale, Germany, 2009); SAP Security InfoDay (Ulm, Germany, 2011), SAP Security InfoDay (Leipzig, Germany, 2011), VDMA – Verband Deutscher Maschinen- und Anlagenbau – German Engineering Federation (Frankfurt/Main, Germany, 2011), qSkills Security Summit (Nuremberg, Germany, 2011), qSkills at it-sa IT Security Expo (Nuremberg, Germany, 2012), bayme vbm – Die bayrischen Metall- und Elektro-Arbeitsgeber – Employers' Associations for the Bavarian Metalworking and Electrical Industries / vbw – Vereinigung der Bayerischen Wirtschaft – The Bavarian Industry Association (Nuremberg, Germany, 2012), Business Partnering Convention (Munich, Germany, 2012)

RECOMMENDATIONS

CEO, PARTNER, MANAGEMENT CONSULTANT AT LINKIES. UNTERNEHMENSBERATUNG GMBH

6 Recommendations

"I met Mario Linkies in Leipzig, when I was looking for an SAP security expert for a collaborative design project of a holistic and contemporary SAP security and authorization concept for our various SAP systems at TRUMPF. The concept should then be implemented by TRUMPF itself, without further substantial support by audit experts and external consultants. Mario is one of very few business consultants who approach the topics of SAP authorizations and risk management with a holistic strategy. His technical and methodological skills are certainly unrivaled, and his strategic approach is not tied to the implementation of a specific IT solution tool. Mario understands very quickly any specific client situation, and during the project work he is always focussed on the best possible solution for an optimal medium and long-term benefit for the customer. Mario is really an extraordinary person, both in his field of expertise, as well as human being. It is always an advantage and win to work with him. I know Mario as a very pleasant, passionate, consistent, and always honorable person. Therefore, I can only recommend the collaboration with Mario Linkies. Top qualities: Man of action, Result-driven, Strong Leader." — *Dieter Heger, Project Manager for SAP SafeT at TRUMPF, Ditzingen, Germany hired Mario more than once as an SAP Strategy Consultant, first time in 2011*

"Mario Linkies is an excellent Security expert, one of these experts who are always ready with a special solution for your extraordinary complicated project. He is capable to save your investments shaping the compliancy of your systems at any project phase. Working with Mario is a great pleasure not only because of his never ending good mood but also because he is a person you can talk on any topic and learn interesting things from his experience across the world. Top qualities: Great Results, On Time, Creative" — *Donka*

Dimitrova, CCHBC hired Mario Linkies as an IT Consultant in Sofia, Bulgaria, first time in 2005

“Mario Linkies joined the BJ SAP roll-out as the SAP Security Consultant. Mario brings a great level of expertise with him, he has the best knowledge of SAP security and access control that I have ever come across. He is a consummate professional, delivers what he promises on time, and has excellent inter-personal skills. I would not hesitate to work with Mario in the future and I can not recommend him highly enough. Top qualities: Great Results, Expert, High Integrity“

— *Sarah Foxcroft, Project Manager at BJ Services, Aberdeen, Scotland, UK hired Mario as an IT Consultant*

“Mario Linkies is a very skilled expert in risk management and SAP security. With the many years of international experience he has under his belt and the contributions he has made to push the security awareness in enterprises worldwide, Mario is highly considered in the market and always a source for good advices.”

— *Dominique Paquay, Sr Managing Consultant, IBM Canada worked directly with Mario Linkies at LINKIES. Unternehmensberatung GmbH*

“Mario Linkies is an exact working analyst and project manager in the area of risk management who offers very strategic solutions with a high value factor for the respective customers.” — *Ralf-Uwe Stolarski, Partner of LINKIES. Unternehmensberatung GmbH*

“Mario Linkies is one of the few people who is working with a complete methodology and a holistic approach for the SAP authorizations domain, which is quite unique. Beside his in-depth knowledge about risk and SAP security, it is also a pleasure to work with Mario, and you always get in a good mood when you talk to him. Top qualities: Personable, Expert, Creative“

— *Troels Lindgård hired Mario Linkies as an IT Consultant in Denmark, and hired Mario more than once at LINKIES. Unternehmensberatung GmbH*

PRESIDENT, MANAGEMENT CONSULTANT AT
LINKIES. MANAGEMENT CONSULTING CANADA INC.

1 Recommendations

“During my work with the Canadian German Chamber of Industry and Commerce, Mario and I had contact in various aspects of business and over several years. He is a great business partner to work with.”

— *Andrea von Moeller, Director, Marketing & Consulting Services, Canadian German Chamber of Industry and Trade, was with another company when working with Mario Linkies at LINKIES. Management Consulting Canada Inc.*

I have worked with the founder - Mario Linkies - for many years in a professional capacity. LINKIES. are a highly respected risk and security compliance consultancy, and I have found Mario and his teams of consultants' depth of knowledge and professionalism to be a major advantage when recommending him to my clients.

— *Ingrid Knudsen Krivin, Principal at Krivin Consulting, LLC., works with Mario Linkies for 20 years*

DIRECTOR, PARTNER, MANAGEMENT CONSULTANT AT
LINKIES. MANAGEMENT CONSULTING SOUTH AFRICA (PTY) LTD.

2 Recommendations

“Mario's enthusiasm and dedication to delivering excellence to clients always shines through. His vast knowledge and quality work makes me proud to be associated with him.”

— *Johan van Noordwyk, Director Soterion Technologies and technology partner of LINKIES., works with Mario Linkies in South Africa and on international projects since 2005*

“Mario is a world class expert on SAP security that has a wealth of experience that is hard to find.“

— *Quintus Hougaard, CEO of LINKIES. Management Consulting South Africa (Pty) Ltd., was with another company when he started working with Mario Linkies in 2003*

CONSULTANT AND GLOBAL MANAGING PARTNER AT SGC AG

7 Recommendations

"I got to know Mario Linkies at the SAP TechEd booth of SGC in Munich. We talked about 10 minutes and after this I was sure that he would be the right man to support our SAP security and risk management project. Mario did not try to "catch me" as a new customer but showed me his clear vision, expertise and enthusiasm for SAP security and enterprise risk management. By this he convinced me completely. Later, in the mentioned project, he guided us through our 5 day kick off meeting and seminar in Liechtenstein. There he managed to form a highly motivated and skilled project team starting with a quite heterogeneous group of people. He also achieved to give everyone a common base of knowledge and a clear project vision. So Mario got a lot of applause when he closed the workshop at the end of the week. By this workshop, he laid the cornerstone for the project success and I was happy to have someone with such a great expertise and charisma at my side when leading the project. This was also the reason why I asked him to support me now in my new project, helping me to set up an authorization and security concept for a HR payroll center in Deutschland. I can just recommend Mario to everyone who is seeking for someone having an enormous theoretical and conceptional background combined with practical expertise as well as an open, charismatic and motivating personality."

— *Veit Pruntsch, Project Manager, ThyssenKrupp Technologies, hired Mario Linkies more than once in Liechtenstein and Deutschland at SGC*

"On a personal level, over many years, I know Mario as a devoted family man and that includes his close friends...humorous, generous, very intelligent, gregarious and charming are some of his qualities. On a business level, as an employee, he was very demanding, a perfectionist, but he asked no more than he would of himself. I could not keep up to his phenomenal output of work! He works well with different people to get a job done and on time. I have an enormous amount of respect for him. I have no doubt that he would be a valuable asset to any team, especially in the business of computer systems security."

— *Hans Kopp, Sales Representative, Re/Max Realty Specialists Inc., reported to Mario Linkies at SGC in Canada and Deutschland*

"Mario Linkies is a manager who goes about his business with a clear vision of what needs to be done in order to be successful. He is able to communicate this vision both to peers and employees. In addition, he is very knowledgeable in the area of the principles of security in general and SAP Security in particular, in which area he also wrote a specialty book."

— *Dr. Wolfgang Haidegger, Manager, SGC (Deutschland) GmbH, reported to Mario Linkies at SGC in Austria*

"I know Mario Linkies for almost 8 years now. We worked together in the SAP Consulting Deutschland as colleagues, in committees, work forces and SAP NetWeaver Strategic Initiative. Mario has a reputation within the SAP organization as a shaper, achiever and driver of business objectives. During this time in the field organization he defined and formed a group of SAP consultants from all levels juniors, seniors and principles, into a strong SAP Security Advisory Group. With his vision and precise future oriented estimations he not only saw the huge market of Governance Risk and Compliance coming but formed the same within the growing SAP organization actively. Furthermore, the visibility of Mario to the Top Management of SAP came from his continues achievements and out-of-the-box thinking. Furthermore, he executed the high objectives set by the Vice President level and left a legacy and distinction within our SAP organization. We had a huge loss as Mario decided to leave SAP to form his own company together with SGC. I am happy to be a reference for him anytime."

— *Mustafa Aydemir, Consulting Sales Executive, SAP Deutschland AG & Co.KG, worked indirectly for Mario Linkies at SGC*

"Mario Linkies has a clear vision of the strategic positioning and development of SGC. His customer-oriented mentality and deep knowledge of Enterprise Risk Management and SAP have been fundamental to set up operations in Spain and to gain the first customers in a short time period."

— *Dr. Michael Weitass, Sales Manager Iberia, SGC (Iberia), worked and reported directly to Mario Linkies at SGC*

"I am delighted to endorse Mario Linkies. His work in defining and managing the security strategy for our clients in the UK was outstanding. He is the penultimate "profi" and was extremely respected by the client. Years later, Mario defined the GRC strategy for me when I was working for the AES Corporation in Arlington, VA. It would be my pleasure to work again with Mario."

— *Jim Storm, CCS Program Manager, SAP UK & Ireland Ltd, worked directly on several projects with Mario Linkies at SAP Consulting and SGC*

"Dear Colleagues, I am really glad to write this letter on behalf of Mr. Mario Linkies, who I suppose is one of

the best professionals in the area of Information Security and Compliance issues in the whole SAP World Globally! The first time I heard about Mr. Linkies was about 2 years ago, when I was a new member of SAP CIS and he was a manager of security consulting group at our headquarters company - SAP AG Deutschland. At that time one of my tasks was to build a connection to exchange experience between consultants of SAP CIS and SAP AG Deutschland. So, one of my German colleagues, the manager of Product Security Department, suggested me to contact Mr. Linkies as, perhaps, the most experienced person for SAP Solutions Security Consulting. Unfortunately at that time the contact was not established, as Mr. Linkies left SAP AG, but still I was able to obtain some examples of his portfolio from the members of his former group and of course I deeply investigated his famous book, "SAP Security and Authorizations" (written by Mr. Linkies with Mr. Frank Off) which helped me a lot during projects I used to participate in. Afterwards, about one year later, I moved to SAP Japan and continued working in the field SAP Security Consulting and my manager, who knows Mr. Linkies, introduced me him in personal. Thus, I am completely confident and can fully confirm that Mr. Linkies has extremely profound knowledge about all the variety of security and security audit issues, especially for SAP systems landscapes. And, as during his long project experience he gained and successfully summed up a really huge amount of security related knowledge for SAP landscapes and, actually, he was one of the first experts in the world who tried and successfully built a risk-based framework for security within SAP products, I can state that he is really a unique professional in one of the most challenging area of IT industry - ERP security area! Sincerely yours, Anton Romanov SAP Japan Co Ltd."

— *Anton Romanov, SAP Solutions Security Support, SAP Japan was working with Mario Linkies at SAP Consulting, SGC, and LINKIES.*

DIRECTOR GLOBAL SECURITY CONSULTING AT SAP CONSULTING

7 Recommendations

"I know Mario Linkies as one of the most impressive colleagues, not only because of his outstanding knowledge, but also his positive attitude and motivational skills."

— *Jan Abadschieff, Principal Enterprise Architect, SAP Australia, worked directly with Mario Linkies at SAP Consulting*

"Mario Linkies's outstanding credentials are visible in his consulting engagements through his management approach and interactions with clients and team members. His global perspective adds insight; and his interpersonal skills encourage a friendly and productive environment. He is an asset to any consulting engagement, whether in a senior security consulting role or managerial role."

— *Claudio Rocha, FS LA GRC HUB Manager, SAP Sao Paulo, Brazil worked with and reported directly to Mario Linkies at SAP Consulting in Latin America*

"Mario Linkies is a very interesting and dynamic leader who has a clear strategic view about Information Security. He understands very easily the customer's situation and knows how to settle a strategy that will benefit the customer in the short, medium and long term. He helped me out solving some difficult situations with some customers. It was a pleasure having him as a colleague."

— *Claudia Aguirre, Security Consultant, SAP (Schweiz) AG, worked with Mario Linkies at SAP Consulting*

"Mario Linkies is highly motivated, he has always positive attitude and the most important thing, his knowledge of security and risk management areas is huge."

— *Jarkko Hauta-aho, Project Manager, Ruukki, Finland, was Mario Linkies' client and hired him more than once*

"Mario Linkies is a friendly, passionate and respectable person. First I got to know Mario when I was working in the SAP Global Security Focus Group. Mario was leading the team globally, and the objective was to create and spread out risk and consulting service packages for national and international SAP customers. In 2006, we finally held management meetings in Osaka and Tokyo to boost the Japanese Chapter of the Group. Since then, Mario supported the Japanese SAP and GRC customers, and the Japanese version of his security book became very popular and successful."

— *Ryuichi Toki, Senior Manager, SAP Japan, worked directly with and reported indirectly to Mario Linkies at SAP Consulting*

"Mario Linkies provided a SAP governance/security training to our corporate SAP administrators, prepared with them the short and the long term plan of actions and delivered the current status SAP Landscape document covering processes and systems. He was able to guide us in all strategical and also technical

aspects."

— *Dr. Piotr Dzwonkowski, Project Advisor, Coca-Cola Hellenic Bottling Company, Sofia, Bulgaria, was Mario Linkies' client*

"I first met Mario when he was a Director at SAP Consulting (SAP SI) when I was a project manager at Securinfo implementing and managing SAP Security & Controls projects. It was a privilege to work with Mario as he had a unique combination of skills in that was in charge of a highly experienced team of professionals and yet still kept on top of the technical side of his profession. I was fortunate enough to work with Mario on extremely large customers such as Suncor where I saw that his skillset was unrivaled. Not only is he a leader and technical expert, he is an amazing customer service professional able to communicate and work with all levels of client staff. Although Mario and I have now moved on from our previous employers, we keep in regular contact due to the professional and personal relationship we have formed. I hope that we will be able to work together in the near future as Mario is truly an exceptional individual in his field."

— *Jason Cole, Project Manager, Securinfo America was with another company when working with Mario Linkies in Deutschland, South Africa, and Canada at SAP Consulting*

SENIOR MANAGER AT DELOITTE CANADA 7 Recommendations

"I met Mario Linkies during our exciting early years of PKI security solutions. Mario was based in Toronto working for Deloitte. He was always extremely helpful and very business oriented when both our companies were establishing a partner relationship. He really forced his team to set up jointly customer meetings. When he moved back to Germany, we met each other when he was working for SAP SI and again, his knowledge of the enterprise security market and open minded vision of establishing partner relationships, brought us again together. It was all times a pleasure to work with Mario. Always business oriented with high integrity standards. I always appreciated his professional as well as his technical judgement of the security markets."

— *Hans Ydema, Senior VP & General Manager EMEA, Entrust Inc., was with a partner company when working with Mario Linkies at Deloitte in Canada, USA, and Europe, and working with him at SAP Consulting in Europe*

"Mario Linkies is the one who introduced me to SAP and Information Security Consulting in 1998. He opened up great opportunities for me to learn from him and to develop my personal career. Mario is a great teacher, manager, leader, visionary and a true original as everyone knows who met or worked with him. It is always impressive how Mario uses his talents to inspire his team to deliver best performance and value for business partners and business clients. His 20 years of success and experience in SAP make him unique. I'm proud that we still work together on our mutual goals since then."

— *Dr. Horst Karin, Senior Consultant, Enterprise Risk Services, PSI and Secure e-Business, Deloitte, reported directly to Mario Linkies at Deloitte in Canada and UK*

"Mario Linkies worked for us on a very time critical ERP project with no room for any delay. He and his team designed user profile and security codes for over 3,000 users across 35 countries and six different languages. The work was done to perfection, on time with absolute professionalism and with no errors."

— *Sunil Narang, CFO, BJ Services & SAP-Projektmanager, MCI Worldcom International, was Mario Linkies' client in Scotland and England, hired Mario Linkies more than once for different customers and projects*

"Mario Linkies set up a number of SAP security & authorization designs at the clients we were both working at in Canada and England. His work was excellent and he got along with the other members of the Deloitte and customer teams very well. I would certainly recommend him in any of his endeavours."

— *Robert Zanini, Manager - SAP - FICO, Deloitte, worked directly with Mario Linkies at Deloitte in Canada and throughout Europe*

"I developed a partnership with Deloitte through Mario Linkies when he was a Senior Manager in their Security group. At that time, Mario's group led security strategy for Deloitte in North America. Mario was

instrumental in seeking out innovative technology vendors who could bring significant benefits to his clients. He was the consummate professional: thorough, precise and articulate with a broad strategic view but able to Fokus in and deliver on objectives. I am delighted to recommend Mario to any future employer or partner."

— *Ingrid Knudsen Krivin, Director, Strategic Relations, Rainbow Technologies (SafeNet), was with another company when working with Mario at Deloitte Canada*

"Mario Linkies and I worked together through different offices within Deloitte in Canada. Mario was my colleague, teacher and mentor. While I was a true newbie to SAP Authorizations and User Access Management at that time, with Mario's mentorship and support, I grew to be one of the pioneers in the field of R/3 SAP Security in Canada. Securing SAP effectively and efficiently was a foreign concept to clients at that time, and Mario had the unique challenge of educating clients of its importance. Needless to say, Mario certainly has seen it all, the good, bad, and the ugly of security design. Mario always provided creative, functional and robust security design. He is a very astute businessman and very professional. He has top notch interpersonal and technical skills. I always marvelled at Mario's ability to quickly size up a clients needs. I am very proud to have worked with Mario in the past and happy that we have continued our friendship after I had left the SAP space. I wish Mario all the best in his current and future business ventures and can certainly recommend him to any company in need for top quality consulting. Kind regards, Barb Wong, Calgary."

— *Barb Wong, Senior Manager, Deloitte Canada, worked directly with Mario Linkies at Deloitte in Saskatchewan and Alberta*

"Knowing Mario Linkies from various projects he handled for various clients globally I can certainly recommend him anytime."

— *Stefan Kneubuhler, Vice President Finance, Kuehne + Nagel Ltd., was with another company when working with Mario Linkies at Deloitte in Canada*

STUDENT BERLIN HUMBOLDT UNIVERSITY

1 Recommendation

"Mario Linkies was a popular and likeable student, whose intelligent questions often brought lively debates. His positive thinking and charismatic presence made it pleasant to be at his side. I'm glad to know him."

— *Simone Cichy, studied with Mario Linkies at Berlin Humboldt University*

MEMBERSHIPS AND CHARITY

Information Systems Audit and Control Association – ISACA Toronto Chapter (Canada), Member of German-Canadian Chamber of Industry & Commerce (CA), German-Canadian Business Club Frankfurt am Main (DE), Club International Leipzig (DE), Albatross Member InterNations Leipzig | Toronto (DE / CA), German-Canadian Historical Association (CA), Royal Canadian Geographical Society (CA), Maple Leaf Club (CA), Canadian Yachting Association (CA), Order of Good Time Nova Scotia (CA), Cirque Club (CA), Canadian Wildlife Federation (CA), Canadian Nature Federation (CA), Friends of the Environment Foundation (CA), The Friends of Algonquin Provincial Park (CA), Forest & Bird Protection Society (NZ), Freunde der Gesellschaft des Gewandhauses zu Leipzig (DE), Thomanerbund Leipzig (DE), Gesellschaft für zeitgenössische Lyrik Leipzig (DE), McMichael Canadian Art Collection (CA), Malteser (DE), Johanniter (DE), Lyzeum für Klavier Leipzig (DE), Lions Club Leipzig Saxonia (DE) | Lions Club International (US)