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### **Profile**

Financial (interim) manager with extensive experience as interim manager of finance and ICT, CFO of an operating company, financial and business control, reporting manager, project management, risk manager and programme manager, m&a.

### **Expertise**

**Finance (change) management.** Gained extensive experience in the area of developing financial strategy, financial control and business control, setting up and improving planning and control, consolidation and reporting, streamlining and improving financial departments and processes, review of capex-proposals, managing teams up till 16 direct reports and embedding finance within the organisation.

**Corporate accounting.** IFRS and US GAAP reporting/set-up and implementation accounting manual en procedures. Co-ordination and communication external auditors.

**Merger & acquisitions.** Financial due diligence, company valuations, purchase price accounting, integration of newly acquired companies into current financial systems and processes, succession planning.

**Governance, risk management and compliance.** Improving accounting organisations and systems of internal controls, set-up and implementation (strategic) risk management and performing audits.

**Financing and cash flow.** E.g. preparation and implementation of financing plans, improvement cash flows and implementation cost savings. Communication banks.

**Selection and implementation of software** for project accounting, finance and consolidation. Sounding board, project management, risk management.

### **Lines of business**

Gained experience in profit as well as non-profit. Profit involved companies like engineering, construction, services, logistics, banking, manufacturing and pension funds. Non-profit relates to e.g. social housing (real estate) and health insurance companies.

### **Competences**

Client feedback: result-oriented, driven, works well under pressure, thorough, analytical, practical, persuasive and "bridge builder".

Used to dealing with different cultures. Business mind-set.

**University lecturer and examiner at NivRA-Nyenrode**, subject Advanced Auditing.

### **Other**

Chairman Stichting Administratiekantoor MAPtm (until June 2019). Chairman participation council primary school Sint Victor. Associate Global PMI (post-merger integration)

Member register for certified board members

### **Education**

Atheneum-B (pre-university education with a focus on science subjects and maths).

NIVRA Chartered Accountant.

Post-doctoral EDP Auditing Programme.

"Professionalization in interim management" within the SIOO (8 months). Amongst other things, concerned influencing styles and crisis management.

Nyenrode Business University: license (academic) teacher and examiner  
Register consultant business succession – June 2022  
Training supervisory board – November/December 2022

### **Courses**

IFRS, US GAAP and Dutch reporting.  
Strategic financial management, working capital and corporate recovery.  
Personal effectiveness.  
Lean and 6sigma (basic).

### **Languages**

Dutch (native) | English (fluent) | German (fluent)

### **IT experience**

IT-audit | ERP | Consolidation/reporting | Financial

## **SUMMARY ENGAGEMENTS**

### **Stichting Woonmensen Apeldoorn (January 2023 – May 2023). Concern controller ad interim**

Review and advice investment proposals, board resolutions, financing annual reporting, risk management. Sounding board large development project. Reporting to the CEO.

### **Stichting Zorgcentra Tiel (september 2022- mei 2023). 670 fte. Manager Finance & Control ad interim. Healthcare**

Improvement of operating results, implementation new financial system, managing a department of 8 employees, review/sounding board strategy on real estate.

### **Morssinkhof groep Hengelo- manager finance (February 2022- current) manufacturing, 300 fte., family owned**

Managing a team of 8. Cash flow, accounting, insurance, taxes, monthly and annual reporting. Implementation of a monthly reporting cycle. Improvement financial controls. Set up cash flow forecasting, etc.

### **Stichting Volkshuisvesting Arnhem – manager Finance and Control a.i. (January – December 2021) Social/public housing, 14.500 units.**

Part of management team. Improvement capex review process, processes, treasury including re-financing loans, tax planning, year end close, planning & control, 10 year forecasting and budgeting, etc.

### **Trivium Packaging – consultant purchase price allocation (January 2020 – current)**

Coordination and support identifying fair value adjustments (IFRS) on the opening balance sheet of a global manufacturer on metal packaging (15 countries, USD 2.5 billion annual turnover).

Reporting to the director accounting Europe. Frequent discussion CFO Trivium Packaging and group operations director of 1 of the shareholders.

### **DPG Media – consultant Central Works Council (January 2020 – February 2020)**

Consultant for the Central Works Council in respect of the anticipated acquisition of Sanoma Netherlands.

**Baston wonen – consultant (October 2019 – January 2020)**

Consultant miscellaneous projects (set-up policies and procedures in respect of real estate investments and approval, review long term forecast and budgets, design purchase policy, integrity testing in respect of sale real estate, etc.). Discussion supervisory board, external stakeholders like WSW and Aw. Reporting to the CEO.

**Wonen boven Winkels Deventer NV – consultant (July 2019 –December 2019)**

On behalf of my client setting up and implementing a plan to acquire the remaining 50% of the shares in a real estate company (housing) and subsequent co-ordination of the legal merger with the target company. Liaison banks, seller, notary, in- and external stakeholders.

**WP Carey – tax accounting (July 2019)** – Ondersteuning tax reporting Amerikaans beursgenoteerde onderneming.

**EVG group – consultant M&A (January 2019 – October 2019).** Private equity. Conducting financial due diligence target companies, review letter-of-intent, support/sales negotiation, preparation information memoranda. Financing proposals, preparation business plan with relevant stakeholders, review investmentproposals.

**Stichting Volkshuisvesting Arnhem – manager Finance and Control a.i. (September – December 2018)** Social/public housing, 14.500 units.

**Stichting Volkshuisvesting Arnhem – programm manager Operations a.i. (January 2019 – December 2019)** Social/public housing, 14.500 units. Set-up and co-ordination of a programme to improve current operations via 6 specific projects (dataquality, process management, risk management, CRM, reporting and analysis, real estate information). Stakeholder management.

**Quadiant Switzerland – consultant (October 2017).** Review position paper on the impact of IFRS15.

**Stichting Administratiekantoor MAPtm in Utrecht – part time chairman of the board (December 2016 – June 2019)**  
Shareholder MAPtm B.V. (traffic management).

**Woonbedrijf leder1 in Deventer – part time organisation controller (February 2017 – September 2018)** Housing corporation with approximately 14.500 units.

**Omnia Wonen Harderwijk – part time concern controller (January 2018 – September 2018)**  
Housing corporation with approximately 8.500 units.

**UWOON in Harderwijk – part time organisation controller (January 2017 – September 2018)**  
Housing corporation with approximately 8.500 units.

**Stichting woningcorporaties Het Gooi en omstreken in Hilversum – part time consultant (January 2017 – January 2018)**  
Housing corporation with approximately 8.500 units.

**It Aude Kolonyhus in Schiermonnikoog – part time sounding board financial restructuring (January 2015 – June 2017)**  
Tourist Industry Schiermonnikoog

**Woningstichting SWZ in Zwolle – Manager Operations (Finance, ICT and Facilities) - (July 2015**

**– October 2016)**

Housing corporation with around 7.500 units and a balance sheet total of approximately euro 400 million.

**HESS AAC Systems B.V. in Enschede – Manager Finance and HRM (October 2014 – June 2015)**

International manufacturer of machinery for the production of autoclaved aerated concrete systems. Part of a German multinational.

**Global head office of TNT Express in Hoofddorp – Financial reporting manager Global Reporting & Consolidation (December 2012 – August 2014)**

TNT Express is a global logistics organisation that employs about 58,000 people worldwide.

**VGZ health insurance in Arnhem – Team manager Reporting and Quality Control (July 2011 – September 2012)**

Large, national health insurer with a turnover of approximately euro 11 billion.

**IAK insurance in Eindhoven – External project manager risk management (February 2011- June 2011)**

Insurance broker (authorised agent) with approximately 350 employees.

**Woningstichting Rentree in Deventer – Manager Finance and ICT (July 2009-December 2010)**

Housing corporation with around 4000 units and a balance sheet total of approximately euro 250 million.

**Syntus Achmea – Programme Manager internal controls (October 2008 – June 2009)**

Administrative organisation (part of the Achmea group) for various large pension funds.

**European Mail Networks in Düsseldorf (part of TNT Post) – Manager Finance (September 2007 – September 2008)**

Organisation with a turnover of approximately euro 280 million, divided over thirty branches in Germany.

**TNT Head office – Financial controller (October 2006 – September 2007)**

Global, logistics organisation (TNT Post, TNT Express en Freight)

**Rabobank Nederland – Project leader risk management local banks (March – October 2006)**

**Luxembourg company– Consultant (March 2006)**

Preparation consolidated IFRS financial statements.

**Bateman Litwin – Group business controller (January – February 2006)**

Israeli company within the Oil & Gas industry.

**Corporate pension fund Thomassen & Drijver Verblifa – Compliance officer (2005 – 2010)**

**Holland Railconsult B.V. (now: Movares) – Interim controller international (October 2004 – December 2005)**

Large engineering firm (1400 employees) specialised in the railway sector.

**Honeywell Europe – Interim project manager Europe (August 2003 – October 2004)**

Business unit of a multi-national installation and maintenance of climate control systems, security and industrial solutions.

**Honeywell Benelux – Consultant profitability (June – August 2003)**

Business unit of a multi-national installation and maintenance of climate control systems,

security and industrial solutions.

Honeywell Benelux is an organisation with approximately 480 employees, spread over 5 locations and a turnover of approximately euro 80 million).

**Honeywell Benelux – Regional Finance Leader/local CFO (December 2002 – May 2003)**

**Impress Metal Packaging – Consultant miscellaneous projects (April – November 2002)**

**Impress Metal Packaging)\* | Director Finance Netherlands/ Group chief accountant global (2000 – 2002)**

**PricewaterhouseCoopers NV\* – Senior manager (1997 – 2000)**

**Moret Ernst & Young\* in Apeldoorn/Nijmegen – Manager audit/senior consultant (1992 – 1997)**

**AKZO NV\* – EDP Auditor (1990 – 1992)**

**Moret Ernst & Young Accountants\* – senior auditor and member of the workers council (1985 – 1990)**

\* Permanent roles

## **APPENDIX**

### **Experience**

Since April 2002

Self-employed Interim Manager at own private company

### **INTERIM ASSIGNMENTS COMPLETED**

#### **Stichting Woonmensen Apeldoorn (January 2023 – May 2023). Concern controller ad interim**

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#### **Morssinkhof groep Hengelo- manager finance (February 2022- current) manufacturing, 300 fte., family owned**

Managing a team of 6. Cash flow, accounting, insurance, taxes, monthly and annual reporting. Implementation of a monthly reporting cycle. Improvement financial controls. Set up cash flow forecasting, etc.

#### **Stichting Volkshuisvesting Arnhem – manager Finance and Control a.i. (January – December 2021) Social/public housing, 14.500 units.**

Part of management team. Improvement capex review process, processes, treasury including re-financing loans, tax planning, year end close, planning & control, 10 year forecasting and budgeting, etc.

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#### **Baston wonen – consultant (October 2019 – January 2020)**

Consultant miscellaneous projects (set-up policies and procedures in respect of real estate investments and approval, review long term forecast and budgets, design purchase policy, integrity testing in respect of sale real estate, etc.). Discussion supervisory board, external stakeholders like WSW and Aw. Reporting to the CEO.

#### **Wonen boven Winkels Deventer NV – consultant (July 2019 –December 2019)**

On behalf of my client setting up and implementing a plan to acquire the remaining 50% of the shares in a real estate company (housing) and subsequent co-ordination of the legal merger with the target company. Liaison banks, seller, notary, in- and external stakeholders.

**WP Carey – tax accounting (July 2019)** – Support tax reporting US Listed real estate company.

**EVG group – consultant M&A (January 2019 – October 2019)**. Private equity. Conducting financial due diligence target companies, review letter-of-intent, support/sales negotiation, preparation information memoranda. Financing proposals, preparation business plan with relevant stakeholders, review investment proposals.

**Stichting Volkshuisvesting Arnhem – manager Finance and Control a.i. (September – December 2018)** Social/public housing, 14.500 units.

**Stichting Volkshuisvesting Arnhem – programme manager Operations a.i. (January 2019 – December 2019)** Social/public housing, 14.500 units. Set-up and co-ordination of a programme to improve current operations via 6 specific projects (data quality, process management, risk management, CRM, reporting and analysis, real estate information). Stakeholder management.

**Quadiant Switzerland – consultant (October 2017)**. Review position paper on the impact of IFRS15 (revenue recognition).

**Stichting Administratiekantoor MAPtm in Utrecht – part time chairman of the board (December 2016 – June 2019)**

Shareholder MAPtm B.V. (traffic management). Participation shareholder meetings. Set-up of relevant policies and procedures of Stichting Administratiekantoor MAPtm.

**Woonbedrijf Ieder1 in Deventer – part time organisation controller (February 2017 – September 2018)** Housing corporation with approximately 14.500 units.

Managing a team of 2 controllers, reporting to the board and a dotted-line to the chairman of the supervisory board. Implementation of strategic risk management. Review of significant investment proposals, efficiency and effectiveness of the organisation, review of financial strategy and ensuring financial continuity of the organisation is safeguarded.

**Omnia Wonen in Harderwijk – part time concern controller (January 2018 – September 2018)** Housing corporation with approximately 8.500 units.

Reporting to the board and a dotted-line to the chairman of the supervisory board. Implementation of strategic risk management. Review of significant investment proposals, efficiency and effectiveness of the organisation, review of financial strategy and ensuring financial continuity of the organisation is safeguarded. Implementation rules and regulations on compliancy.

**UWOON in Harderwijk – part time organisation controller (January 2017 – September 2018)** Housing corporation with approximately 8.500 units.

Reporting to the board and a dotted-line to the chairman of the supervisory board. Implementation of strategic risk management. Review of significant investment proposals, efficiency and effectiveness of the organisation, review of financial strategy and ensuring financial continuity of the organisation is safeguarded.

**Stichting woningcorporaties Het Gooi en omstreken in Hilversum – part time consultant (January 2017 – January 2018)**

Housing corporation with approximately 8.500 units.

Support in respect of existing merger plans. Set-up of policies and procedures in respect of investment proposals. Set-up of internal audit function.

**It Aude Kolonyhus in Schiermonnikoog – part time sounding board financial and fiscal restructuring (January 2015 – June 2017)**

Tourist Industry Schiermonnikoog.

Recovery of significant fiscal losses going forward. Liaison tax authorities and reaching an agreement. Merging one-man company into existing company with limited liabilities.

**Woningstichting SWZ in Zwolle – Manager Operations (Finance, ICT and Facilities) - (July 2015 – October 2016)**

Housing corporation with around 7.500 units and a balance sheet total of approximately euro 400 million.

Tasks, responsibilities and results:

- Member of the management team.
- Responsible for Finance (financing, tax, reporting, insurance, project control), ICT and Facilities.
- Day-to-day management of 16 fte.
- As part of the management team restructuring the business, leading to a headcount reduction.
- Improvement of the planning & control cycle.
- Scenario analysis future financial strategy.
- Frequent communication with the Supervisory Board.
- Integration of the Facilities team, ICT and Finance.

**HESS AAC Systems B.V. in Enschede – Manager Finance and HRM (October 2014 – June 2015)**

International manufacturer of machinery for the production of autoclaved aerated concrete systems. Part of a German multinational.

Tasks, responsibilities and results:

- Reporting to the managing director and group controller.
- Part of local management team.
- As part of the management team, restructuring the business resulting in a 25% reduction in overall headcount.
- Financial management of large, international projects. Working capital management.
- Dealing with relevant HR issues.

**Global head office of TNT Express in Hoofddorp – Financial reporting manager department Global Reporting & Consolidation (December 2012 – August 2014)**

TNT Express is a global logistics organisation that employs about 58,000 people worldwide.

Tasks, responsibilities and results:

- Coordination of financial reporting, (IAS 34 part) press releases, Supervisory Board reports.
- Dealing with complex IFRS issues and providing guidance to controllers across the world.
- Translating the consequences of the organisation's structural changes into external reports.
- Liaising with external auditors.



**VGZ health insurance in Arnhem – Team manager Reporting and Quality Control department (July 2011 – September 2012)**

Large, national health insurer with a turnover of approximately euro 11 billion.

Responsible for preparing and improving relevant (external) financial reports (annual, quarterly) and information on settlements with the “College voor Zorgverzekeringen”.

Tasks, responsibilities and results:

- Managing, developing and professionalising (training, interchangeability, processes and systems, establishing relationships with other parties within VGZ, etc.) of the team.
- Member of the Financial Services management team.
- Following organisational changes, anchoring a new strategy within the team.
- Other results include improving the quality of the closing and consolidation process, internal reporting and reports to external regulators. Achieving important savings.
- Making the necessary HR- decisions by replacing a number of staff.
- Setting up and monitoring the department's own financial framework.
- Involvement and support in projects such as Solvency ii, Fast Close and the implementation of consolidation software.

**IAK insurance in Eindhoven – External project manager risk management (February 2011- June 2011)**

Insurance broker (authorised agent) with approximately 350 employees.

Tasks, responsibilities and results:

- Implementing risk management for the Care business unit (introducing targeted risk analyses, improvement measures, training team managers, etc.).
- Initiating the Audit and Control department's transition to an internal audit function.
- Involved in setting up a service level agreement for the outsourcing of data processing to Poland.

**Woningstichting Rentree in Deventer – Manager Finance and ICT (July 2009-December 2010)**

Housing corporation with around 4000 units and a balance sheet total of approximately euro 250 million.

Following the director's suspension and dismissal, the Ministry issued directives, which included setting up and implementing a financial plan to bring the organisation back to health, to follow up on the forensic audit and specific instructions concerning a project. Together with the interim CEO, responsible for setting up and implementing a strategic financial plan. To that end, had extensive consultation with CFV, WSW, banks and fortnightly Supervisory Board and the appointed administrator from the Ministry.

Tasks, responsibilities and results:

- Designing of a financial recovery plan, which was approved by the Ministry.
- Reducing the number of legal entities (from 10 to 2 private limited companies) through legal restructuring.
- Improving internal controls.
- Managing 13 employees (controlling, financial accounting, billing and collection, ICT). Training staff.
- Power of attorney for the sale of houses.
- Further professionalising and supervising the planning & control cycle.
- Responsible for compliance with tax legislation.
- Setting up management information, including KPIs.
- Improving cost control, resulting in a significant cost reduction.
- Improving financial project controls, refinancing of the organisation, recovery of

- significant VAT-amounts, supervising forensic audit, etc.
- Substantial clean-up of the balance sheet of prior years.

### **Syntrus Achmea – Programme Manager internal controls (October 2008 – June 2009)**

Administrative organisation (part of the Achmea group) for various large pension funds.

Tasks, responsibilities and results:

- Implementation of internal control measures following external and internal audit. Communication with fund boards and external and internal auditors.
- Internal reporting and communication with the management team of Syntrus Achmea. Active communication with project members to identify and resolve bottlenecks in time.  
The number of internal control issues for the De Meern office was reduced from 120 mid-October to 40 at the end of April.
- Role was eventually transferred to the Risk department management.

### **European Mail Networks in Düsseldorf (part of TNT Post) – Manager Finance (September 2007 – September 2008)**

Organisation with a turnover of approximately euro 280 million, divided over thirty branches in Germany.

Tasks, responsibilities and results:

- Setting up a separate financial control department (5 FTE) and further improving the related financial processes including quality and integrity checks.
- Recruiting and training staff.
- Setting up internal management reports, KPIs and regular consultations with the business.
- Responsible for consolidation and reporting (IFRS) to the group.
- Evaluating investment proposals (capex) and advising on the proposed investments.
- Co-ordinating budgets, actuals and forecast.

### **TNT Head office – Financial controller (October 2006 – September 2007)**

Global, logistics organisation (TNT Post, TNT Express en Freight)

Tasks, responsibilities and results:

- Preparing an action plan for further improvement of the legal reporting within TNT worldwide (additional to the management reporting).
- Translating information requirements to a reporting system.
- Reviewing investment proposals > euro 1 million for the largest division of former TNT and consultations in this respect with the Group Business Controller and CFO of TNT.
- Resolving IFRS-accounting issues and translating to accounting manual.
- Co-ordination and support for the worldwide financial statements and 20-F for the New York Stock Exchange.

### **Rabobank Nederland – Project leader risk management local banks (March – October 2006)**

Tasks, responsibilities and results:

- Concerned the implementation of operational risk management within the local banks (around 200) in order to comply with Basel II as from 1 January 2007.
- Consultations with internal audit department and local banks
- Supporting the implementation of Sarbanes Oxley.

### **Luxembourg company– Consultant (March 2006)**

Preparation consolidated IFRS financial statements.

**Bateman Litwin – Group business controller (January – February 2006)**

Israeli company within the Oil & Gas industry.

Tasks, responsibilities and results:

- Primary task involved working with the financial department in Israel to produce timely and reliable consolidated IFRS accounts for the planned IPO at the London Stock Exchange.
- Coordination with external auditors.
- Continuous communication with the entities in Kazakhstan, Switzerland and Israel.

**Corporate pension fund Thomassen & Drijver Verblifa – Compliance officer (2005 – 2010)**

Tasks, responsibilities and results:

- Monitoring compliance with AFM-regulations (Dutch Authority for the Financial Markets). The monitoring concerned securities-related conduct.
- Regular consultations with the chairman of the board and the director of the pension fund.

**Holland Railconsult B.V. (now: Movares) – Interim controller international (October 2004 – December 2005)**

Large engineering firm (1 400 employees) specialised in the railway sector.

Tasks, responsibilities and results:

- Managing the controllers and accounting managers in Poland, Germany, the Netherlands and Portugal.
- Responsible for setting up and monitoring the planning and control cycle within the relevant entities (budget, reviews, formats, actuals, timelines, etc.).
- Setting up and implementing management reports for each entity, including KPIs.
- Carrying out analyses and making proposals for improving profitability to the central management and the management in the countries.
- Implementing an accounting manual and relevant procedures.
- Financial and fiscal set up of a branch in Portugal.
- Preparing an IFRS implementation plan for Holland Railconsult B.V..
- Financial due diligence and valuation of Polish acquisition. Preparation of a financial integration plan for the Polish operations.
- Carrying out company valuations for acquisition targets.
- Streamlining the accounting organisation and system of internal controls

**Honeywell Europe – Interim project manager Europe (August 2003 – October 2004)**

Business unit of a multi-national installation and maintenance of climate control systems, security and industrial solutions.

For a large European project (14 regions, 29 countries) on the re-engineering and standardisation of financial processes and conducting a feasibility study on the replacement of various legacy systems with one standard application (Oracle Projects). Design of relevant control measures compliant with Sarbanes Oxley.

**Honeywell Benelux – Consultant profitability (June – August 2003)**

Business unit of a multi-national installation and maintenance of climate control systems, security and industrial solutions.

Honeywell Benelux is an organisation with approximately 480 employees, spread over 5 locations and a turnover of approximately euro 80 million).

Tasks, responsibilities and results:

Conducting a separate study on the profitability of Honeywell's Dutch service organisation. Preparing and discussing proposals for improvement.

### **Honeywell Benelux – Regional Finance Leader/local CFO (December 2002 – May 2003)**

Tasks, responsibilities and results:

- Day-to-day management of the Dutch and Belgian finance department.
- Responsible for planning and control and further improvements in these areas.
- Preparing and monitoring cash-flow and result forecasts.
- Reporting to and pro-actively advising the regional general manager and European Finance Director.
- Member of the Benelux Management Team.
- Liaison with/supervision of external and internal audits.
- Further improvement of profitability and working capital.
- Cost savings proposals.
- Improving internal controls (Sarbanes Oxley).
- Training and developing existing Finance department.
- Cleaning up various significant balance sheet issues and communication in that respect with senior European and US management and Dutch Supervisory Board.

### **Impress Metal Packaging – Consultant miscellaneous projects (April – November 2002)**

For an international manufacturer of metal packaging, carried out various projects involving:

- Setting up and carrying out financial reviews in a number of Eastern and Southern European countries.
- Supporting the budget process for 2003.
- Training the Dutch and German plant controllers on US GAAP.
- Improving internal controls in respect of intercompany transactions. Analysis and resolution of very significant intercompany differences (around euro 10 million) across miscellaneous countries including the tax-related implications.

### **PERMANENT/CONTINUOUS EMPLOYMENT**

#### **Impress Metal Packaging) | Director Finance Netherlands/ Group chief accountant global (2000 – 2002)**

Tasks, responsibilities and results:

- As Finance Director supporting the managing director.
- Communication on financial results with the Supervisory Board, Central Works Council and Trade Unions.
- As Group Chief Accountant, responsible for managing consolidation and technical accounting issues, preparation SEC reports, holding accounts, relevant budgets, etc.
- Liaison for external auditors and tax authorities.
- Direct management of 13 employees.
- Integration of a number of financial departments. Replacing a number of employees. Process resulted in a further reduction in staff
- Other results: the ERP system was re-implemented, the consolidation tools were improved, accounting was standardised (amongst other things, through the worldwide implementation of an accounting manual) and the reliability of the financial information was improved.
- Project Manager for critical projects in three countries (around 30-40 people) in order to clean up a number of significant 'accounting problems' and ensure that procedures and processes were amended.

#### **PricewaterhouseCoopers NV – Senior manager (1997 – 2000)**

#### **Moret Ernst & Young in Apeldoorn/Nijmegen – Manager audit/senior consultant (1992 – 1997)**

#### **AKZO NV – EDP Auditor (1990 – 1992)**

**Moret Ernst & Young Accountants – senior auditor and member of the workers council (1985 – 1990**