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**APELDOORN**  
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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 mainly involved project 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**

### **Woonmensen Apeldoorn (October 2023 – currently). Manager Operations (Finance, ICT, Facilities)**

Managing a team of 12. Financing, financial strategy, fiscal, implementation CRM, security policy, etc.

### **Bleckmann Nederland B.V. Almelo (June 2023 – March 2024). Interim projectmanager Finance**

Warehousing, freight forwarding, transport, customs. Approximately E650 miljoen turnover.

Projectmanager for the implementation of an internal control framework in respect of the main part of the business. Involved processes (within SAP) are record-to-report, HR, source-to-pay, order-to-cash, sales, etc. Implementation delegation of authority. Further implementation segregation of duties within SAP. Report to the CFO.

### **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- May 2023). 670 fte. Manager Finance & Control ad interim. Healthcare**

Preparation and implementation cost saving programme (together with relevant managers)  
Implementation new financial system, managing a department of 8 employees,  
review/sounding board strategy on real estate.

### **Morssinkhof groep Hengelo- manager finance (February 2022- September 2022) 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 and project control investment real estate, processes, treasury including re-financing loans, tax planning, yearend close, planning & control, 10 year forecasting and budgeting, etc.

**Trivium Packaging – consultant purchase price allocation (January 2020 – February 2021)**

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.

**Bastion 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 Ieder1 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.

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 (PE owned).

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 Global Reporting & Consolidation (December 2012 – August 2014)**

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

Preparation annual and quarterly reporting re. stock exchange.

**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 Rentreë 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

**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.

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).

#### **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)**

**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