

WORK EXPERIENCE:

01/23 – present

ThoBeCo (Cologne, Germany)

Founder and Owner

Highlights: Portfolio CFO for companies that are in a transitional phase, such as strategic realignment, growth, financing, or M&A projects; Highly specialized service offering that is also suited to add finance capabilities that are not available short-term

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| → Earnings and liquidity improvements | → Automotive tier 1 supplier: production, sales, logistics and contract development | ⊙ Germany |
| → Strategic financial planning | | ⊙ Belgium |
| → Internal and external reporting for listed companies | → Pharmaceuticals: contract manufacturing and development | ⊙ USA |
| → Audit management and compliance | → Building materials: production, sales and e-commerce | ⊙ UK |
| → Treasury and Tax | → Electrical equipment and semiconductors: production | |
| → Cost accounting | | |
| → M&A and Financing | | |

11/19 – 10/22

Balta Group (Ghent Area, Belgium)

Executive Director - Group Reporting and Controlling

Highlights: Sales EU €670m; 10 production and distribution sites; 3.500 employees; global responsibility for internal and external reporting, controlling, FP&A, consolidation, treasury; coordinated accounting and tax departments; 6 direct and 32 indirect reports

- Increased profitability of the 4 divisions by ensuring implementation of sales increases, definition of strategic investments and implementing cost reduction programs
- Increased the CF during the height of the pandemic by applying production stoppages, ensuring reductions in purchases, and stringent cost management
- Successfully managed the due diligence of the amend and extend of the bond financing and RCF facilities, including a covenant waiver
- Responsible for the due diligence of 3 M&A projects, one of which was signed at the beginning of April 2022 and concluded the sale of major parts of the business
- Accountable for quarterly and annual external reports to the Belgium stock exchange, bond holders and various boards (please see www.belysse.com/en/investors/company-results)
- Re-organization of the Finance team, leading to more transparency and higher efficiency, while increasing the utilisation of automated reporting systems
- Manage short and long-term financial planning, including strategic plans
- Key liaison for PE owner, banks, auditors, board, and audit committee
- Revamping of the product costing function by co-locating the function in the divisions, upgrading the team, and increasing the usage of SAP
- Improvement of the internal control environment by applying additional system-based controls
- see press releases of 2020, 2021 and 2022 on www.belysse.com/en/press-releases for background

07/18 – 09/19

Littelfuse (Mannheim, Germany)

CFO Europe and Head of European Operations Controlling

Highlights: Sales EU €450m; 7 production and distribution sites; 1.650 employees; responsible for Finance and Accounting in Europe; 8 direct and 33 indirect reports

- Managed finance and accounting for European sites in USGAAP and several local GAAPs
- Turn-around loss making business-unit by identifying additional savings and additional sales opportunities
- Managed the integration of acquisitions, ensuring that Finance processes are standardized across LF
- Implemented harmonized standard cost in acquired businesses
- Managed the finance aspects of a plant closure in Italy, transfer processes to the SSC and implement SAP for remaining distribution center
- Re-capitalized and funded entities according to legal structure, optimized tax and availability of funds
- Evaluated production transfers from Europe to Asia, calculate business case, defend in front of board
- Built finance teams across Europe with suitable candidates, ensure training and increase skill levels

03/13 – 07/18

International Chemical Investors (Frankfurt, Germany)

Group CFO - CordenPharma

Highlights: Sales €370m; 10 production and development sites; 1.800 employees; responsible for Finance, IT and Procurement; 8 direct and 26 indirect reports

- Directed and oversaw all aspects of the Finance & Accounting functions of the Group entities
- Successful restructuring of sites with profitability and cashflow issues
- Evaluated and advised executive management on the financial impact of long-range planning, introduction of new programs/ strategies and regulatory actions
- Ensured credibility of Finance group by providing timely and accurate analysis of strategic plans, budgets, forecasts and financial trends
- Obtained first Group financing with three banks, reducing the cost to finance and ensuring liquidity for growth
- Ensured that effective internal controls are in place and ensure compliance with IFRS standards for financial reporting
- Collaborated with local experts to find country specific solutions for optimized VAT and income tax
- Ensured adequate cash flow to meet the organization's needs
- Established and maintained strong relationships with senior executives to identify their needs and seek full range of business solutions
- Represented the Group in negotiations with banks, auditors, and customers

10/10 – 02/13

Johnson Controls Automotive Experience (Burscheid, Germany)

Senior Finance Director - Controlling, Interiors Product Development

Highlights: Budget €68m gross spend; €42m in customer recoveries; 3 regional tech centers; more than 200 projects across various product lines; 7 direct and 4 indirect reports in EU region

07/06 – 09/10

Senior Finance Director - European Change Program

Highlights: Budget €220m; €60m in EBIT improvement; 10 plant closures; Reduction of 5500 indirect and salaried positions; 2 direct reports

11/03 – 06/06

TMD Friction Holding (Leverkusen, Germany)

Business Controller Replacement Parts (RP), promoted from Group Controller Aftermarket (IAM)

Highlights: Sales of €430m; EBIT €40m; 6 Brands; 14 plants; operational and commercial profitability improvements; personnel responsibility for team of controllers and analysts

01/98 – 10/03

TRW Automotive Aftermarket Operations (Los Angeles (USA), Neuwied (Germany), Birmingham (UK))

Financial Analysis and Planning Manager, promoted from Financial Analyst

Highlights: Sales of \$110m; EBIT \$11m; 3 Brands; 3 plants; increased customer profitability \$0.2m; cost reductions \$0.1m; reductions in working capital and logistics cost improvements; 3p logistics outsourcing, value £15m, headcount of 85; measures of performance definition and tracking; in charge of General Ledger Accounting, AP and product costing; personnel responsibility for team of accountants and analysts

09/97 - 01/98

Process Engineer – Kaizen Promotion Office

Highlights: Organized and lead 6 Kaizen events; operational and logistics improvements £0.8m; headcount efficiency 17

EDUCATION:

10/93 - 08/97

Fachhochschule Würzburg

(University of Applied Sciences)

German Master's Degree [Diplom Betriebswirt (fh)]

International Business

Western Michigan University

Haworth College of Business

International Education Experience

Financial Management and Marketing

CONTINUED

EDUCATION:

2000 - 2022

- Collaborative working methods in cross-functional teams
- Communicate successfully in an intercultural work environment
- Motivational methods in international teams
- Strategic business management I and II
- Successful negotiations

- Various Finance portal-based continued learning courses (CFO academy)
- Six Sigma Green Belt and Money Belt certified (Corporate Management Course)
- Project Management (UCLA) and Personnel Management and Leadership (UCLA)
- Total Quality Management (Corporate Management Course)

LANGUAGES:

Bilingual in German and English, basic French

COMPUTER SKILLS:

Microsoft Office Applications, Tagetik, SAP R3 FI/Co/BW/BO/SAC, Qlik, Hyperion Enterprise, HFM, Cognos Powerplay, Tagetik