

WORK EXPERIENCE:
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
- Revamping of the product costing function by co-locating the function in the divisions, upgrading the team, and increasing the usage of SAP
- 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
- Re-organization of the Finance team, leading to more transparency and higher efficiency, while increasing the utilisation of automated reporting systems
- 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)
- Manage short and long-term financial planning, including strategic plans
- Key liaison for PE owner, banks, auditors, board, and audit committee
- 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

- Ensured credibility of Finance group by providing timely and accurate analysis of strategic plans, budgets, forecasts and financial trends
- Directed and oversaw all aspects of the Finance & Accounting functions of the Group entities
- Evaluated and advised executive management on the financial impact of long-range planning, introduction of new programs/ strategies and regulatory actions
- Ensured that effective internal controls are in place and ensure compliance with IFRS standards for financial reporting
- Successful restructuring of sites with profitability and cashflow issues
- Obtained first Group financing with three banks, reducing the cost to finance and ensuring liquidity for growth
- 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
- Responsible for the planning, forecasting and reporting of the Product Development business unit (250 employees across Europe), including projects, cost centers and customer recoveries
 - Performed monthly project reporting by customer, product, and development phase
 - Key finance support for the global product development function (HQ in EU Region)
 - Designed and implemented new management reporting tools to enhance visibility and transparency for the VP and management board
 - Created business case to off-shore product design capabilities to growth regions in the far east
 - Provided finance leadership in various transformation/restructuring work streams that increased profitability and efficiency
- 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
- Responsible for the financial aspect of strategic and operational restructuring projects
 - Prepared business cases and approval requests for presentation to executives and the board
 - Assessed the feasibility of production moves and plant closures under stringent financial targets
 - Performed vendor due diligence on plant sale and business spin-off (9 plants, €309m in sales)
 - Financial lead in off-shoring business processes in Finance, HR, IT, and Purchasing to a low-cost country (ca. 400 positions)
 - Identified, tracked and implemented logistic savings and designed financial processes for central logistics service desk (EBIT savings €19,5m)
 - Evaluated and facilitated product insourcing to improve profitability (ca. €2,7m EBIT improvement)
 - Responsible for the accounting and reporting of restructuring reserves and associated savings
 - Successfully completed SOX, internal and external financial audits
- 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
- Managed team of group controllers and supervised company controllers
 - Prepared sales reports and deviation analysis for presentation to the board
 - Key finance contact for senior management and executives RP and IAM
 - Consolidated sales, contribution, overhead and inventory data for 14 group companies
 - Provided decision support to senior management for demand chain and sales
 - Finance lead in projects (e.g. formation of a global service company, European warehouse outsourcing project)
 - Managed short-term sales forecasts, budgeting processes and strategic plans (one to five years)
- 09/00 – 10/03 **TRW Automotive Aftermarket Operations** (Los Angeles, USA)
Financial Analysis and Planning Manager
Highlights: Sales of \$110m; EBIT \$11m; 3 Brands; 3 plants; increased customer profitability \$0.2m; cost reductions \$0.1m; in charge of General Ledger Accounting, AP and product costing; Personnel responsibility for team of accountants and analysts
- Responsible for monthly closing of books in a timely fashion, reported results to corporate headquarters, and prepared financial statements (US GAAP)
 - Forecasted monthly financial results (increased accuracy by 60%)
 - Performed business and strategic planning, prepared budgets and operational plans
 - Created and implemented comprehensive management reporting, including analysis of accounts
 - Lead projects and ensured financial feasibility and efficiency improvements
 - Provided decision support for senior management team on an ad hoc basis
 - Primary contact for internal/external audits and preparation of US customs reports
- 11/98 – 09/00 **TRW Automotive Aftermarket Operations** (Neuwied, Germany)
Financial Analysis Manager, Demand Chain / Decision Support Europe
Highlights: Budget DEM45m; reductions in working capital and logistics cost improvements; Personnel responsibility for team of Senior Financial analysts

01/98 – 11/98 **LucasVarity Aftermarket Operations** (Birmingham, UK)
Program Management Analyst
Highlights: Outsourcing value £15m; Headcount 85; capital cost improvements; Measures of performance definition and tracking

09/97 - 01/98 **LucasVarity Aftermarket Operations UK Distribution Centre** (Birmingham, UK)
Process Engineer – Kaizen Promotion Office
Highlights: Organized and lead 6 Kaizen events; operational and logistics improvements £0.8m; Headcount efficiency 17

04/96 - 09/96 **VARITYKelsey-Hayes** (Livonia, Michigan USA)
Program Management Analyst
Highlights: Capital expense \$180m; 2 plants; program profitability improvements

09/95 - 04/96 **Western Michigan University**, Haworth College of Business (Kalamazoo, Michigan USA)
Research Assistant

EDUCATION: **Fachhochschule Würzburg** **Western Michigan University**
10/93 - 08/97 (University of Applied Sciences) Haworth College of Business
German Master's Degree [Diplom Betriebswirt (fh)] International Education Experience
International Business Financial Management and Marketing

CONTINUED EDUCATION:
2000 - 2020

- 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
- Negotiate successfully
- 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)

MILITARY SERVICE: **3rd Tank Artillery and Reconnaissance Btl.** (Tauberbischofsheim, Germany)
(compulsory) *Fire-control Specialist*
10/92 - 09/93

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

THESIS: Integrated Strategy for a Pan-European Supply Chain Management

RESEARCH:

- Automotive Subjective Quality: An International Comparison
- Supplier relations and the influence on design time through Concurrent Engineering
- Feasibility study of a low-fat food restaurant
- Financial analysis for a Home Automation Business

INTERESTS: Current affairs, economics, automotive and aerospace industry, classical music, jogging, badminton