

Thorsten Becker

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Highly accomplished, result-driven senior finance executive with more than 20 years' experience in financial management, controlling and accounting for multi-billion-dollar corporations and medium-sized market leaders. Demonstrated track record of improving financial performance by generating sales growth and increasing profitability, streamline processes and restructure businesses. Experienced in implementing effective financial controls and increasing credibility with management boards, shareholders, banks and auditors. Successful management of various financing projects. Responsible for financial due diligences and the successful closure of various M&A deals.

Expertise

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|---|-----------------------------------|------------------------------------|
| • Financial Performance Management | • Tax optimization | • Business and Financial Modelling |
| • Strategic Financial Planning | • Profitability Improvement | • Audit Management and Compliance |
| • External Financial Reporting for public companies | • P&L and BS Management | • Variance Analysis Reporting |
| • Accounting policy design and implementation | • M&A Integration | • Best Practice Benchmarking |
| • Staff Management & Development | • Cost Control | • Standard Costing |
| | • System analysis and improvement | • Due diligences and Financing |
| | • WC improvements | • Restructuring |

Career Highlights

- Successful COVID crisis management through accurate financial forecasting and additional reporting, resulting in increased CF and protected EBITDA margins (please see www.belysse.com/en/investors/company-results)
- Successfully managed **A&E of RCF and bond financing, DD for various M&A projects**, managed external consulting firms and legal advisors (see press releases of 2020, 2021 and 2022 on www.belysse.com/en/press-releases)
- Generated sustainable **sales growth of net €60m** through business model analysis, implementing changes within the executive team and performance measurement
- **Improved profitability by 5%pts** by working to change the customer and product portfolio and optimizing plant financials
- Turned sites around from **loss-making to profitability** through restructuring the workforce, improved business processes and changes in investment strategy
- **€95m in first-time financing** through increasing attractiveness of the Group to banks and lenders and changing the legal structure to accommodate lenders' requirements
- **€17m in TWC improvement** through optimized collection, increased creditor days and stringent inventory reduction program
- **Improved regional VAT expenses** by changing invoicing modalities and changing business processes
- **Improved P+L structure** and reliability of management reporting through accounting policy changes
- Higher **Finance and Accounting efficiency** of ca. 20-30% through outsourcing and offshoring
- High-profile roles in **vendor due diligence projects** for entire business units, go-to person for advisors and buyers
- **Created IT solutions** for controlling challenges, identified and evaluated **SAP harmonization potential**
- **Built group procurement organization** and delivered €200k in hard savings in the first year, increased to 3% of spend annually
- **Created team culture**, motivated team across regions, assessed skills, redesigned and developed organizations

Balta Group NV (Waregem, Belgium)

11/19 – 10/22

Executive Director - Group Reporting and Controlling

Multinational textile floor covering manufacturer; Sales (pre-COVID) €670m; 10 production and distribution sites; 3.500 employees; Financing and M&A projects, A&E of financing structure, CF and EBITDA improvements, re-org in Finance to increase efficiency and quality, strategic and long-term planning to obtain support from external lenders

07/18 – 09/19

Littelfuse (Mannheim, Germany)

CFO Europe and Head of European Operations Controlling

Multinational electronics manufacturing company for fuses and semi-conductors; Sales EU €450m; 7 production and distribution sites; 1.650 employees; M&A integration, implementing finance structures (e.g offshoring), cost savings improvement, turn-around, plant closure

International Chemical Investors S.E. (Frankfurt, Germany)

03/13 – 07/18

Group CFO CordenPharma

Pharma contract manufacturing and development for API and DP; Sales €370m; 10 production and development sites; 1.800 employees; achieved profitable growth of net €60m and 5%pts in EBITDA, various successful turn-around projects, €95m in first-time financing, ERP and financial reporting system implementation

Johnson Controls Automotive Experience (Burscheid, Germany)

07/06 – 02/13

Senior Finance Director, Automotive Interior Experience

Automotive top-tier OEM supplier of vehicle interiors. Responsible for engineering budget of €68m gross spend, €42m in customer recoveries, 3 regional tech centers; Managed €220m in restructuring expenses, €60m in EBIT improvement, 10 plant closures, reduction of 5.500 indirect and salaried positions, cost reductions through offshoring, increase in project profitability

TMD Friction Holding (Leverkusen, Germany)

11/03 – 06/06

Business Controller

Automotive top-tier OEM supplier of friction materials and brake parts; Sales of €430m; EBIT €40m; 6 Brands; 14 plants; portfolio profitability improvements, implementation of sales and profitability reporting, cost reductions