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INTERNATIONAL EXECUTIVE, 4th EXPERTISE
Entrepreneurial – Financial – Strategic – Cross-cultural



4 Continents	4 Industries	4 Functional Areas	4 Companies
<ul style="list-style-type: none">• Europe• North America• Asia• South America	<ul style="list-style-type: none">• Construction• Consumer products• Health Care• Pharma / Chemical	<ul style="list-style-type: none">• Strategic consulting• Financial• General Management• Entrepreneurship	<ul style="list-style-type: none">• Patroklos• W.C.Bradley• Agfa-Gevaert• Sandoz / Clariant

PROFESSIONAL EXPERIENCE

PATROKLOS (2012-...)

FOUNDING PARTNER

Patroklos Belgium

Founded a cross-border consulting company offering following services:

- International turnaround management.
- Inorganic growth strategy.
- Entrepreneurial entry in new geographical markets.
- Implementation and optimisation of operational processes.
- Cross cultural awareness.

Accredited coach of SME's in the Horizon 2020 project of the European Union.

2014 – ...

Antwerpen, Belgium

PARTNER – (transition) GENERAL MANAGER / CFO-COO

2014 – 2015

Belgium

Participated in the acquisition of a local company in chapter 11, active in road construction with a turnover of €15 million (\$20 million) and 120 employees. In spite of the difficult macro-economical environment of this type of organisations in Belgium, future growth is possible through diversification into higher value-added activities and professional processes. The short term transition management challenges were:

- Manage the cash flows and assure payback of the debt.
- Increase the order book and long term sales funnel.
- Implement down-to-earth operational processes and reliable management information.
- Change the culture from a family owned traditional business to an organisation where second line managers identify themselves with the strategy and results of the company.

FOUNDING PARTNER

Patroklos

Together with a local business partner, founded a Mergers and Acquisition venture, aimed at finding overseas investors for mid-size and export oriented companies in Greece. The principal activities are:

- Business development in Greece and overseas in a network of other international boutique M&A firms.
- Analysing strategic and financial needs for foreign investment in Greece.
- Setting up operations in its most entrepreneurial and multi-functional sense.
- Once the company is up and running will assume the position as chairman of the board.

2012 – ...

Athens, Greece

W.C. BRADLEY CO. (2009-2012)

VICE-PRESIDENT CORPORATE STRATEGY & GROWTH

W.C. Bradley Co.

Joined a family owned US company active in outdoor leisure products business. Most of the sales are American, a mature market. As member of the group executive committee and reporting to the CEO, responsible for:

- International inorganic growth business opportunities encompassing screening, identification, valuation, due diligence and negotiation. Realized two beachhead acquisitions in Europe and established contacts with five strategic acquisition targets. The European expansion aimed at \$100 million in sales with a 10% EBIT return.
- The preparation of a \$30 million market-entry business plan in P.R. China.
- Coordination of the strategic plan with emphasis on adjacent growth initiatives beyond the core business.
- Identification of potential acquisition or partnership targets to realize growth in adjacent businesses.

2009 – 2012

Columbus, GA, USA

AGFA-GEVAERT GROUP (1999-2009)

CHIEF FINANCIAL OFFICER ASIA-PACIFIC

2007 – 2009

Agfa Healthcare (Shanghai) Ltd.

Shanghai, P.R. China

Appointed CFO of the ASPAC region consisting of 9 sales organisations, \$200 million turnover and 250 employees. Responsible for Finance, Informatics, Supply Chain and Procurement, the main challenges were:

- Set up separate legal entities in 7 countries.
- Start up financial, legal, IT, supply chain and procurement activities in 10 countries.
- Manage transition from the existing IT platforms to a new SAP release in 6 countries.
- Outsource accounting business processes in 6 countries.

The 4 above-mentioned tasks were accomplished in 10 months' time.

- Restructure operations in 3 countries in the context of a global cost saving project. Costs went down by 20%.
- Optimize cash flows through strict working capital policies.

INVESTOR RELATIONS OFFICER

2001 – 2007

Agfa-Gevaert N.V.

Mortsel, Belgium

Promoted to IRO of a Belgian-German group realizing at that time €3 billion (\$3.9 billion) sales with a €2.6 billion (\$3.4 billion) market capitalization, 14,000 employees in 40 countries and one of the leading imaging companies in the world. Reporting to the CEO and CFO of the group the main duties were:

- Present group results and management's strategy to sell- and buy-side analysts. In 2004, Financial Analysts nominated the IR activities as one of the top 5 in Belgium.
- Communicate with retail investors. Agfa-Gevaert was recognized as Best Belgian Investor Relations in 2002.
- Monitor the sustainability indicators of the group.
- Implement a new Power of Attorney policy in the group.

GENERAL & FINANCE AND ADMINISTRATION MANAGER

2000 – 2001

Agfa-Gevaert Ltda.

Santiago, Chile

Appointed crisis manager in the local affiliate in a post-fraud environment:

- Re-establishing confidence with personnel, customers, banks and suppliers.
- Implementing internal control procedures.
- Restoring financial stability.

FINANCE AND ADMINISTRATION MANAGER

1999 – 2001

Agfa-Gevaert Colombia Ltda.

Bogotá, Colombia

Started up a local affiliate after the IPO of the Agfa-Gevaert group, with principal tasks:

- Acquire and integrate the business activities from the affiliate of another European multinational group.
- Build a professional team in all Finance and Administration areas.
- Set up the local legal and financial framework of the new company.
- Introduce internal controlling procedures and a hands-on ERP system in line with corporate guidelines.
- Establish fair human resources and rewarding policies for 40 local employees.

SANDOZ-CLARIANT GROUP (full details upon request) (1990-1999)

FINANCE AND ADMINISTRATION MANAGER

1997 – 1999

Clariant (Colombia) S.A.

Bogotá, Colombia

Manager of the merger of the operations of Clariant with another European multinational.

GENERAL & FINANCE AND ADMINISTRATION MANAGER

1995 – 1997

Clariant Andina S.A.

Bogotá, Colombia

In 1995 the specialty chemicals division of Sandoz became an independent multinational.

FINANCE AND ADMINISTRATION MANAGER

1994 – 1995

Masterbuilder Technology de Venezuela S.A.

Caracas, Venezuela

Local Sandoz affiliate producing and selling construction chemicals. First experience as F&A Manager.

ASSISTANT FINANCE AND ADMINISTRATION MANAGER

1993 – 1994

Sandoz Colombiana S.A.

Bogotá, Colombia

Sandoz affiliate including pharmaceutical, specialty chemical and agro-chemical business. Managed ad-hoc projects in the areas of reporting and cost accounting.

FINANCIAL CONTROLLER

1990 – 1993

Sandoz N.V.

Brussels, Belgium

EDUCATION

UNIVERSITY OF NORTH CAROLINA Kenan-Flagler Business School

Master of Business Administration, May 1990
Emphasis on international and general management

**1988 – 1990
Chapel Hill, NC, USA**

RIJKSUNIVERSITEIT GENT (State University Ghent)

Master of Arts degree (History), October 1983

**1979 – 1983
Ghent, Belgium**

SKILLS INVENTORY

INTERNATIONAL LEADER

- Cross-cultural management.
- Fluent in English, Dutch, French, Spanish. Basic German.
- Cross-border and cross-cultural negotiation.
- Interaction with international leadership and boards.
- Interaction between headquarters and affiliates abroad.

STRATEGIC LEADER

- Strategic planning of organic and inorganic growth.
- Integration of growth initiatives in mid- and long-term vision.
- Awareness of corporate social responsibility and sustainability.
- Communication with stakeholders.
- Integration of divisional and functional interests.

FINANCIAL LEADER

- Focus on shareholder value creation.
- Valuation of M&A targets.
- P&L, balance sheet and cash flow planning, budgeting, forecasting, analysis and reporting.
- IFRS/IAS and local GAAP expertise.
- Efficient and clear reporting.

ENTREPRENEURIAL

- Start up of companies and operations in different countries.
- Customer focus.
- Bottom-line approach of each project.
- Integration of all operational activities of an organization.

PEOPLE MANAGEMENT

- Inspiration and motivation of international teams.
- Recruiting.
- Design of reward systems.
- Trainer and career mentor.

TECHNICAL SKILLS

- MS Office suite.
- SAP.
- Excellent communication and presentation skills.

ADDITIONAL DATA

PROFESSIONAL TRAINING

- Wharton Business School: Mergers & Acquisitions Program (2010).
- University of Antwerp - Management School: Financial Management (2001-2002) and IAS/IFRS (2005).
- Accredited coach of SME's in the Horizon 2020 project of the European Union.

PUBLICATIONS & SEMINARS

- Member of Evora, a Belgian multidisciplinary workgroup discussing topics related to e-driving and e-mobility. (2014-2015)
- Member of Op.Recht.Mechelen, a round table, reflecting about the use of management processes in the Belgian Judicial System. (2015-2018)
- Teacher of a workshop about Latin America at the Antwerp Management School. (January 7, 2016)
- Expert panel member on Outsourcing of Shared Service Centres on the CFO conference organized by the magazine CFO (the Economist group) and IBM. (Shanghai, March 4, 2009).
- Keynote speaker about Outsourcing of Shared Service Centres at the seminar "Next generation accounts and finance shared services excellence" (Marcus Evans) (Shanghai, February 23-24, 2009).
- Featured in the July 2008 edition of InformationWeek in China.

SOCIAL RESPONSIBILITIES

- Member of the UNC-Chapel Hill Global Advisory Board.
- Member of Rotary International (PH Fellow).
- Member of the International Executives Resources Group.
- Retired Reserve Officer in the Belgian Navy.

OTHER

- Belgian nationality – married – no children.
- Optimal flexibility to relocate at any time.