

CURRICULUM VITAE

Family name : Dijkstra

Christian name : Douwe

Title : Registered Treasurer (RT)

Date of birth : March 11, 1956

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Education : * HAVO, graduated 1973
* HEAO, graduated 1976
* Post graduate Treasury Management Amsterdam University 2014

I successfully accomplished this post graduate study that focuses primarily on the practice of treasury departments of large companies. I especially considered the links with fiscal, legal and accounting disciplines as an asset

Other : During Eurofinance 2014 in Budapest (the most prominent annual treasury event) I was invited to speak about cash pooling in Central and Eastern Europe

* Albatros Beheer & Management BV (self-employed)

(August 2005 - present)

After gaining 25+ years' experience on the payroll of several multinational companies - in my last job reporting to the CFO/Executive Board being responsible for all corporate finance and treasury matters - I started my own business offering Treasury (and Insurance) consultancy and interim services to CFO's/Financial Directors/Corporate Treasurers.

My areas of experience:

Corporate Finance, Mergers and Acquisitions treasury aspects, Global Cash pooling, Interest management, Foreign Exchange management, Cash management, Electronic Banking, Multilateral Netting, Guarantees, Trade Finance, Treasury-software (Quantum, Globes, IT2), IFRS Hedge accounting, Liquidity forecasting, Emerging Markets, EMIR, Insurance.

Building and migration of treasury departments from scratch.

Operating in international environments (worldwide).

Promoting treasury in the operating companies (instead of sending out instructions from "ivory tower head office").

Cooperation with Tax, Legal, IT and Control departments.

Applying strategic thinking with operational power.

Assignments:

September 2018 - present - Moba Group BV, Head of Treasury and Business Finance

Responsible for all corporate finance, treasury, cash management, insurance and risk activities. Maintain relationship with banks, insurance brokers/companies and external advisors. Assist (potential) customers with financing solutions (Leasing, Atradius).

January 2018 - August 2018 - Minejesa Power BV, Manager Treasury and Corporate Finance

Responsible for all corporate finance, treasury and cash management activities. Maintain relationship with banks, trustees, rating agents and external advisors. Manage portfolio of issued bonds and loan notes.

August 2017 - October 2017 - CEVA Logistics Head office BV, Interim Treasury consultant

Optimizing of entire cash management to secure repayments on all outstanding debt like bonds and loan notes
Prepare management information for private equity investor
Advise on fiscal aspects of treasury matters (loan documentation, withholding taxes, debt equity ratio's etc.

February 2017 - present - Dummen Orange BV, Interim Treasury consultant

Refinancing of the corporate funding (Term loan B and RCF)
Attracting incremental funding for acquisitions
Implementing the treasury department for this privately owned flowers company (Finance, Foreign Exchange Management, Interest Rate Management, Cash Management)

October 2016 - March 2017 - EverZinc Belgium SA/NV, Interim Treasury Manager

Implementing the global treasury department for this privately owned zinc company (Finance, Foreign Exchange Management, Interest Rate Management, Cash Management)

October 2015 - November 2017 - Teeuwissen Group, Interim Group Treasurer

Implementing the treasury department for this meat and meat by-product processing company (Corporate Finance, Foreign Exchange Management, Interest Rate Management, Cash Management)

July 2015 - July 2017 - Agro Merchants Netherlands BV, Interim Treasury Manager

Implementing Deutsche Bank cash management at all European subsidiaries of this USA private equity owned company

July 2014 - June 2019 - Barentz International BV, Interim Treasury Manager

Implementing the treasury department for this ingredients company (Corporate Finance, Foreign Exchange Management, Interest Rate Management, Cash Management)

November 2013 - November 2015 - Vion NV, Interim Treasury Manager Systems

Coordinating the split of all treasury systems (TMS, EB, FX-all) as Vion divested its Ingredients division
Coordinating the transfer of several treasury activities from the holding to a shared service center
Implementing a bank independent electronic banking solution

December 2011 - October 2013 - Naspers Ltd, Interim Group Treasury Manager

Implementing the treasury function on all continents for this South African e-media company including:

- Setting up a treasury center in South Africa for the African continent
- Streamlining of all treasury activities on the Latin America continent
- Implementing a cash management solution in Central and Eastern Europe
- Head office activities: corporate finance, loan documentation (ISDA's, EMIR)

August 2011 - November 2011 - Koninklijke BAM Groep, Interim Guarantee Manager

Managing the Guarantee Department of the largest Dutch construction company. BAM has Euro 2,6 bln. bank guaranty-facilities with 62 (international) banks.

May 2011 - May 2016 - Scafom-Rux, Treasury Consultant

Setting up the treasury department for this company in scaffolding (Europe, Canada, USA, China, Chili).

September 2010 - July 2011 - Vlisco, Interim Group Treasury Manager

Implementing the treasury function for the London based private equity company Actis that acquired Vlisco. Specialties: Sales and subsidiaries in West Africa, Commodity hedging (cotton from China), Loan documentation, Compiling of the Treasury Manual, All operational cash management, FX-management and Interest management.

July 2010 - present - Pigtire Group, Treasury Consultant

Implementing the treasury department for this company in pig breeding (Europe, Canada, Russia, USA, China, Brazil).

February 2010 - June 2010 - Crucell, Interim Group Treasurer

Setting up the treasury department for this pharmaceutical company with production in South Korea and sales worldwide in USD, Compiling of the Treasury Manual, Implementing the Treasury Management System (TMS), Hedgeaccounting.

November 2009 - Jan 2010 - Convenience Food Systems, Interim Cash manager

Assisting the Corporate Treasurer in all treasury duties of this Private Equity owned company.

September 2009 - March 2010 - ING Real Estate Development, Interim Senior Treasurer

Managing the migration of all treasury activities from a holding (to be closed) to three business lines.

November 2008- July 2009 - Koninklijke BAM Groep, Interim Cash manager (Foreign subsidiaries)

Managing all operational cash management, FX-management and Interest management of the biggest Dutch construction company.

Aug 2008 - October 2008 - Interfood, Interim Corporate Treasurer

Building the treasury department for this privately owned dairy company with subsidiaries on all continents.

Jan 2008 - July 2008 - Kuwait Petroleum Company Netherlands (Q8), Supervisor Treasury

Managing all operational cash management, FX-management and Interest management of the European subsidiaries of Kuwait Petroleum reporting to the HQ in Kuwait City.

2006/2007 - Finext, a subsidiary of Ordina, a Dutch service providing company

Assisting this Dutch (IT) service provider in setting up a treasury consulting department.

*** Samas-Groep, Baarn**

(July 1996 - July 2005)

Role:

Corporate Treasurer & Corporate Insurance Manager

Responsibilities:

- End responsibility for all treasury matters, reporting to CFO/Executive Board
- Corporate Finance
- Cash management, Interest management and Foreign Exchange management
- Corporate Insurances

Samas Group NV was the largest European office furnishing company. The Group posted an annual turnover of Euro 1,0 billion and employed some 2.800 men and women. In the office furnishing field Samas Group had 34 trading operations and 25 production and assembly units. With strong local brands these businesses had leading market positions in the Benelux area, Germany, France, the United Kingdom, Switzerland and several Eastern European countries.

In my position of Corporate Treasurer I directly reported to the Chief Financial Officer. My responsibilities included Equity raising, de-listing of a German subsidiary from the Frankfurt Stock Exchange and preparations for a merger with competitor Ahrend. The Eastern European subsidiaries did require special Treasury-attention and Corporate Insurances were included in the Treasury portfolio as well.

*** Sara Lee Corporation (Chicago, USA) /DE, Utrecht**

(February 1993 - June 1996)

Role:

Treasurer

Responsibilities:

- Responsibility for all operational Cash-, Interest- and Foreign Exchange management
- Assistance/Deputize for Vice President Finance
- Constructing Netting and Cash pooling with Bank Mendes Gans worldwide (savings USD 2 mln.)

Sara Lee/DE NV was a subsidiary of Sara Lee Corporation in Chicago and handled treasury activities for more than 200 subsidiaries in over 50 countries. With strong worldwide, regional and local brands in the food and body care industry Sara Lee/DE was having leading market positions all over the world.

As Treasurer I reported to the Vice President Finance and Treasury who reported to the Dutch board. Two Treasury associates were reporting to me. Main activities were implementing and managing of Cash pools everywhere in Europe, implementing and managing of a worldwide Cross border multicurrency Netting system, managing of Foreign Exchange positions for all subsidiaries and depositing excess cash. To optimize results several derivative instruments were used.

*** Wessanen Coordination Center, Antwerp, Belgium**

(December 1991 - January 1993)

Role:

Assistant Treasurer

Responsibilities:

- Moving (migrating) the Treasury Department from the Netherlands to Belgium (tax-driven)
- Same Responsibilities as described below

*** Wessanen Nederland, Amstelveen**

(March 1984 - November 1991)

Role:

Assistant Treasurer

(January 1987 - November 1991)

Role:

Foreign Exchange & Deposit Trader

(March 1984 - December 1986)

Responsibilities:

- Responsibility for all operational Cash management, Interest management and Foreign Exchange management

Royal Wessanen NV is a Dutch food company listed on the Dutch Stock exchange (then AEX). During the time I worked for Wessanen the annual turnover was appr. Euro 2 bln. Subsidiaries were owned in several western European countries and all over the USA.

I reported to the Corporate Treasurer. From January 1987 two assistants did report to me. In December 1991 I moved to the (for fiscal reasons) new established Coordination Center in Belgium. The Corporate Treasurer stayed in the Netherlands which made my job very independent.

*** Wolters Samsom Groep, Zwolle**

(March 1978 - February 1984)

Role:

Treasury Associate

Responsibilities:

- Treasury activities (Cash management, Foreign Exchange, Financing)
- Compilation of tax returns
- Administration Finance Company

Wolters Samsom Groep is the predecessor of the current Wolters Kluwer, a Dutch based publishing company. At the time I was employed at Wolters Samsom the annual turnover was app. Euro 300 mln. The first international steps were made.

I reported to the Corporate Treasurer who was also responsible for Tax and Insurances. I gained my first experiences in a typical operational job.