

## Curriculum Vitae

18 September 2023

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### **Profile:**

Experienced CFO / Finance Director with hands-on experience of working in the range from start-ups to big corporates and private equity.

### Strength in

- funding start-ups and scale-ups, build confidence, create business plans, valuation, create teasers and investment-papers, investment pitches, conclude shareholder agreements and (convertible) loans.
- defining, setting, and monitoring adequate and accurate metrics for all business-processes (Order to Cash, Purchase to Pay, Record to Report)
- Good communicator between stakeholders, ranging from shareholders, executive boards to middle management and from white collar to blue collar personnel.
- Accounting, financial management, treasury, factoring, working capital management, month end closing, annual accounts
- Excel (including Power Query, Power Pivot, VBA programming)

Leadership qualities and seniority to guide, facilitate young entrepreneurs and managers as well as senior executive boards during changes.

Detailed hands-on financial knowledge on month / quarter / year end closing, finance accounting, business-controlling, project controlling, tax (VAT, CIT, import tax) audit, shared service centres. Branch experience in: production, equipment installation; service, wholesale- and logistics business processes.

Fluent in English and German. Almost fluent in French. Understand differences in European cultures.

Experienced in evaluating shareholders agreements, convertibles, loans, share purchase agreements.

Skilled in Executive Financial Management, Credit Control, Project-control, Dynamic Forecasting, Working Capital- and Cash Flow management, Purchase Management and Logistics, Change Management.

Skilled in a variety of tools; SAP, BW, BO, BI, Exact, Unit Four, Twinfield, Account View and Word, PPT and Excel (including VBA programming and SQL to solve data-inconsistencies)

## **Education**

1974 – 1980 Athenaeum B.

1980 – 1981 Technical University Delft (Mechanical Engineering).

1981 – 1987 Erasmus University Rotterdam (Economics).

## **Experience**

### **CURRENT ROLES**

#### **May 2023 – Present (1-2 days per month), (Breda)**

- Support owner of building company with acquisition of small installation company.
- Estimate valuation of company,
- Due diligence
- Asset purchase agreement

#### **May 2023 – Present (1 -2 days per month), Rotterdam**

- Support 2 (start)-entrepreneurs with acquisition of small consultant company
- Guiding them through start up process (Set up legal entity, insurances etc)
- Estimate valuation of company
- Set up model to explain drivers of value.
- Funding the acquisition, setting up finance agreements.

#### **April 2021- present (12 days per month) (Rotterdam / Eindhoven)**

- Part time CFO ZENS Group  
Wholesale business / web-shop / 110 m€ / 116 FTE
- Private-owned
- Group accounting (7 subsidiaries)
- All traditional CFO responsibilities (budgeting, forecasting, reporting)
- Leading 7 finance employees and HR
- Treasury & Working capital management
- Risk management
- Acquisition (3 m€)

#### **October 2020 – present**

Partner with Greyt.

### **PAST ROLES**

#### **November 2020 – June 2023 (6 days per month) (The Hague / Amersfoort)**

- Parttime CFO with Fountain Fuel (start-up).  
Objective: 11 hydrogen tank-stations in NL
- Succeeded in funding (11,5 m€ European subsidy, 2 m€ equity, 3 m€ loans)
  - Create business plan; information memorandum; investor propositions.
  - Investment, and Liquidity prognoses
  - Find, attract, and inform potential investors, investment pitches.
  - Communicate between shareholder, board, investors and other stakeholders.

- Draw, mark-up convertible loans, shareholder agreements
- Annual closing
- Interim job handed over to new employed finance manager.

March 2020 – June 2023 (2 days per month), The Hague

Interim FD Worldmeetings.com (part time),

Intermediary Hotel and Meeting business, 1 m€ sales, 14 employees

- Valuation of the company (private equity)
- Closing 2019-2021, month end reporting, forecasting, cleaning the balance sheet.
- Finance restructuring (Corona) / renegotiating with banks and private equity
- Weekly cash / liquidity monitoring
  - Cash Flow analysis and forecasting.
  - Credit Control (dealing with governmental organizations)
- Tax (including NOW subsidy handling) and Audit
- Since September 2021 → support junior finance manager

Shareholder sold shares to bigger group which now supports the finance manager.

September 2022 – March 2023 (6 days per month), Amsterdam

- Interim CFO with Private Equity owned wholesale group, 105 m€ sales, 112 employees)
- Preparing exit (planned in 2023)
- Forecasting
- Supply Chain optimization, including training of managers.
- Working capital management, monitoring, key parameters.

March 2021 – October 2022, Dongen

- Support operational director in Management Buy In Equipment business / 5 m€ / 15 FTE
- Valuation of the company
- Negotiate transaction price, finance and shareholder agreement.
- Negotiate Shareholder agreement
- Negotiate funding with Seller and Bank.
- Due diligence

August 2020 – October 2020, ), Rotterdam

Interim CFO Waste Vision (part time)

Sales, production and maintenance of metal garbage containers and bins; 50m sales, 256 employees, 5 acquired companies.

- Bridge the gap between departed CFO and new CFO (1-Oct-2020)
- Private equity owned.
- Harmonise finance process for robust invoicing.
- Implement operational dashboards to weekly monitor working capital performance.
- Working capital management
- Cash flow analysis and forecasting
- Implement “Order to Cash” Process for new equipment process.

November 2019 – February 2020, (Middelburg)

Interim CFO TCR Group

Public transport / group transport / taxi / 1100 employees, 65 m€ sales

- Member of Executive Board
- Financial advisor to Shareholder
- Carve out Business Unit “Taxi” from Business Unit “Transport”.
- Create Information Memorandum for sales of Unit “Taxi”.
- Inform external finance parties on Risks and Opportunities.
- Closing 2018 (in November 2019) and 2019
- Handling daily liquidity issues with stakeholders while keeping them committed to TCR.
- Creating improvement plan to improve rentability and liquidity.
- Centralize and structure procurement.

April 2019 – December 2019, (Zierikzee)

Interim CFO Zeelandia Group

Sales, production and distribution of baking ingredients / 3500 employees/ 550 mEuro Sales)

- Bridge gap between departed CFO and new CFO (October 2019).
- Member of the Executive Board
- Quarterly reporting to (family) shareholders and advisory board.
- Preparation and stating unaudited half year accounts 2019 according to Dutch Gaap, 24 global daughter companies; 5 Joint Ventures.
- Regularly contact with Supervisory board and (family) Shareholders
- Revive a failed implementation of a Financial Consolidation system for the whole group.
- Create harmonization and standardization in accounting by implementing an international accepted Accounting Manual including account definitions.
- Shorten the reporting cycle from 20 days to 10 workdays.
- Organize Group Fiscal Compliance
- Organize Central Treasury, focus on Cash and Working capital performance.
- Reorganize and simplify the forecast and budgeting process.
- Creating monthly Business Performance Report, including relevant financial and business metrics, trends and graphs.

September 2018 – February 2019 (Nieuw Beijerland)

Chief Financial Officer Europe Middle East Africa, Suzohapp Netherlands BV (PE Owned)

- Restructure finance organization from 14 independent legal entities to 1 European organization
- More centralization, more efficiency, enable for growth
- Treasury, weekly Cash Flow Control to comply to third party debt position.

2011 – September 2018 (The Hague)

Chief Financial Officer KONE BV – Statutory Director Holdings

- All traditional CFO responsibilities
- Reorganization & Restructuring, dealing with severe recession building industry 2009 – 2015, staff decrease 35%
- Detailed Cash planning and analysis, monitoring installation and service performance, contacting customers and banks in case of cash-underperformance.
- Project control; pre-calcs, post calcs, latest estimates on sales, costs, margins, work in process, finance, cash

- Tax Control Framework. Set up TCF (“Horizontaal toezicht”) with tax directorates (corporate income tax, VAT, wage tax, export)
- Implementing / transferring Admin processes to Shared Service Centre Bratislava
- Responsible for Procurement, Sourcing and Logistics.
- Responsible for (fast) Billing to safeguard complete invoicing and proper cash flow

#### 2008 – 2018: KONE GmbH

- Vorstand des Aufsichtsrates der KONE GmbH Hannover, Deutschland

#### 2007 – 2011: KONE Head office, (Brussels)

International Program Manager SAP

- Brussels
- Implement business process and ERP (SAP) in several European Countries.
- Implement SAP Business Intelligence “BI” reporting.
- Create and implement Shared Service Centre processes for various European Countries.

#### 2004 – 2007 Financial Director KONE Mid European Group. Hannover, Germany

- Geschäftsführer KONE Mid European Group, (2400 employees)
- Geschäftsführer KONE Holding GmbH, KONE GmbH
- Gesamt Betriebsrat and Wirtschaftsausschuss
- CFO for Germany, Austria, Switzerland, Poland, Czech, Slovakia, Hungary, Slovenia.
- Several acquisitions in Germany, Czech and Switzerland

#### 1998 – 2004, The Hague

Financial Director KONE BV (900 employees) / Statutory director several Holdings

- Member Management Team
- All traditional FD responsibilities.
- IT responsibility
- International Tax planning
- Several acquisitions

#### 1995 – 1998

Service and Installation Manager Schlumberger Technologies BV (Ridderkerk, Rotterdam)

- Member Management Team
- Profit responsibility Service & installation departments
- Commercial exposure; main Customers: Shell, Esso, Fina, Total
- Leading Installation- en Service department, 80 blue collars’ (fitters, engineers, supervisors, helpdesk, service, installation)

#### 1991 – 1995

Financial Controller Schlumberger Technologies BV (150 employees) (Ridderkerk, Rotterdam)

- Member Management Team
- All traditional controlling responsibilities
- Several acquisitions
- IT responsibility

### 1987 – 1991 (Rozenburg, Rotterdam)

Cost Controller / Project Controller ICI Chemicals BV (1500 employees)

- Project Cost Control for 7 chemical plants
- Opex Control Maintenance and Renovation
- Leading 4 FTE's

### Courses

1986: Advanced French

1988: Cambridge University English

1989: Business English

2004: Advanced business French

2004: Strategic Management: Columbia University

2005: Advanced business German

2005 – 2018; Several Management & Leadership courses

### Languages:

- Dutch (native)
- English (professional)
- German (professional)
- French (adequate)

### Other activities:

1999 – 2004

Chairman Association Companies “Bedrijven vereniging Foreparc” in The Hague.

- Contact for Branch organizations, Employer Union, Chamber of Commerce, City of the Hague
- Implementation Facility Management on Industrial Parc.
- Regular meetings with Province South Holland, City The Hague and branche organizations (MKB, VNO)

2008 – 2022:

Treasurer Oostvoornes Soccer Club (“Oostvoornse Voetbal Vereniging”).

### Hobbies

- Family
- Body fit; judo, running, kitesurfing, gardening
- Brain fit; photography, Adobe photoshop, languages, reading (English, French, German), illustrate (drawing and sketching)