

## CURRICULUM VITAE

### General Information:

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### Education:

1982-1987 : Erasmus University Rotterdam, Department of Economic Studies, Master degree  
: Special studies in: strategic management, change management, organizational structuring and administrative systems/internal control systems  
1987-present : Various courses and congresses in related specialties, financing, organizational change, organizational cultures, risk management, governance, derivatives, real estate management, asset management, IT security in the boardroom  
1991-2010 : Mindell/Schüpbach/Dworkin e.a. Process Oriented Psychology  
: Training in individual counselling, guiding change in large groups, conflict resolution and intercultural processes.  
: Portland (Oregon), Zürich, Copenhagen, Bratislava, Amsterdam

### Work Experience:

2001-present : Elders Consultancy B.V.: interim management and organizational advise  
Specialties: financial management & real-estate development & restructuring, change management  
: Strategic studies, feasibility studies, business plans, due-diligence research, information memoranda, financing studies, restructuring companies, corporate recovery, real estate recovery, financial strategies & joint venture building, M&A, investments/ financing arrangements  
: CFO a.i. of various commercial companies with yearly budgets up till € 150 million yearly and investment portfolio's up till € 4.5 billion and operating companies in UK, Germany, France, Belgium  
Real Estate projects from initiative till realization (GLA 5.000 sq.m – 100.000 sq.m/Investment budgets till € 350 million, Several Hospitals, Elderly Care, Nursing Homes, Revalidation Clinics, Mental Health Care Clinics, Healthcare Campus development, Youth Care and Forensic Care  
1997-2001 : Rijksmuseum Amsterdam, Managing Director  
Ranking: one of top 5 attractions in the Netherlands, in top 10 world museum attractions with 2 million visitors annually  
: Portfolio:  
\* Finance and budget control; 350 fte Staff  
\* Automation and Information Services  
\* Commercial Outlets/Management (i.e.. Directorate Rijksmuseum Merchandising Ltd., Rijksmuseum E-commerce Ltd., Rijksmuseum Schiphol Ltd.)  
\* Facilities Management  
\* Special Tasks: Collective Salary & Benefits Agreement negotiations with unions for Museum sector CAO The Netherlands, Administrative Organization/Internal Control maximization, reorganization & mergers, external contracting of support groups, revenue maximization, implementation of new media & development of new markets

	: Responsible for all preparations and financing of major renovation building complex (€ 200 million, of which approximately € 20 million in sponsoring). Collective Tasks within the museum sector: Member of the CAO committee responsible for the development of work condition guidelines within the Dutch museum sector); Member, Advisory Commission on Systems' Transitions rental contracts musea (VROM: Ministry responsible for Housing, Urban Development and Environment)
1992-1997	: The Netherlands Theatre Institute, Managing Director (Staff 80 fte) Branch Organization guiding the merger between four arts organizations, reorganization, income generation and maximization, Director: Finance, HRM, Operations/Administration Unit/Facility Director realizing major renovations of five 17th century canal houses
1989-1991	: The Amsterdam Summer University, Financial Manager, Start-up of international Summer University in cooperation with Universities of Amsterdam, Schools of Higher Professional Education Amsterdam
1996-2000	: Higher School for the Arts Utrecht, development and deliverance of post graduate courses in financial management
1989-1996	: University of Utrecht, Centre for Policy & Management Development, deliverance of post graduate courses in financial, personnel & organizational management and professional fundraising in the not-for-profit sector
1989-1990	: Higher School The Hague: Professor, sector Economics & Management, Business Organization
1987-1988	: Digital Equipment Utrecht, Information Services Planner

#### Board and Supervisory Positions:

2026-present	: Member of the Supervisory Board of Ipse de Bruggen, Zoetermeer, disabled care, Staff 3.800 fte, € 330 million balance sheet, € 440 million turnover. Member of the Audit Committee, Real Estate and sustainability portfolio
2026-present	Member of the Supervisory Board Elderly Care SAMEN, Schagen, Staff 1.500 fte, € 100 million turnover, Incoming chairman of the Audit Committee, Real Estate and sustainability portfolio
2025-present	Member of the Supervisory Board ROC Mondriaan, The Hague, Educational Institution with 28.000 students in the The Hague region, Staff 2.000 fte, € 250 million turnover, € 230 million balance sheet. Chairman of the Audit Committee
2017-2025	Member of the Supervisory Board of ROC van Amsterdam/Flevoland, Educational Institution with 35.000 students in the MRA region (secondary vocational education). 3.750 fte. Balance sheet total € 350 million. Turnover € 450 million. Special Attention Area: Financial Committee, Real Estate, Sustainability, Merger with ROC TOP
2009-2017	: Chairman of the Supervisory Board of Intermaris, Housing Corporation with 17.000 houses/apartments in Noord-Holland. Balance sheet total € 2 billion. Special Attention Area: Joint Ventures and Societal Institutions, sustainability 2010-2012 Merger between Intermaris Hoeksteen and Wherestad, chairman of Merger Committee, chairman of the Remuneration Committee
2017-2023	: Chairman of the Supervisory Board of the Olympic Stadium Amsterdam
1997-2016	Member of the Supervisory Board: Amsterdam Olympic Stadium Foundation (Financial & Real estate portfolio, remuneration of staff) Renovations Project: Amsterdam Olympic Stadium, realizing area development and office-space, Parking garage 800 cars, contracted to Pension fund Bouwinvest and an international A-Status Sport Facility

2012-2015	: Member of the Supervisory Board of De Key, Housing Corporation with 35.000 houses/ apartments in Amsterdam/Zandvoort Balance sheet total € 6 billion. Special Attention Area: Chairman Committee Real Estate Investments & Strategy
1999-2011	: Supervisory Board, Foundation for Senior Citizens' Care, Rivierenbuurt District Realization of the new facilities, real estate portfolio, merger-integration of divers organizations, remuneration
2004-2010	: Chairman of Supervisory Board of ABC Management Groep BV, Real Estate advisory company restructuring, change of shareholders, market strategy and risk management
2000-2008	: Chairman Supervisory Board, Gerrit Rietveld Academy (HBO) board restructuring, new facility and renovations, Remuneration Committee, HRM
2001-2003	: Supervisory Board a.i. Groothandelsgebouwen N.V., Rotterdam Stock Market (AEX), portfolio real estate development and renovations, real estate expert renovation 100.000 sq.m office building
2001	: Board Member a.i., Gelredome N.V. (stadium, concert hall complex in Arnhem) Senior Advisor in debt recovery and financial restructuring in cooperation on behalve of NUON/Vattenfall (primary investors Gelredome)
2001	: Board Member a.i., Professional Football Foundation Vitesse Arnhem, Vitesse Beheer Ltd. and Vitesse Ltd. Board Member and Financial Restructuring on behalf of NUON/Vattenfall
1997-2001	: Treasurer, Supervisory Counsel, Netherlands-Flemish Theatre Festival Foundation
1999-2001	: Treasurer: Amsterdam Monument Foundation, Support process placing Amsterdam on the Unesco list of Cultural Heritage Sites
1998-2000	: Board Member: Friends of the Light Vessel Trinity House LV94 Foundation
1997-1998	: Board Member: Owners' Association, Dune Residence Prinses zu Wied Castricum by the Sea
1988-1998	: Treasurer or Chairman of many different associations and foundations in divers activity fields.

#### Family Investments Funds:

2016-present : Board member of De Kaap Amsterdam C.V./ Stichting Beheer De Kaap Amsterdam. Board member of Amsterdam Energieneutraal Wonen BV, Alkmaar Energieneutraal Wonen BV, Leusden Energieneutraal Wonen BV