

Curriculum Vitae 2017

Personal Information

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Date of birth 06-04-1961
Place of birth Beverwijk
Nationality Dutch, Married, two children

Summary Interim Assignments per company and function (see details in the CV)

| <u>Company</u> | <u>Function</u> |
|---|--|
| ERIKS the Netherlands, Belgium, Switzerland and USA | Corporate Performance Manager / Internal auditor / Business Process Management / GAP – analyzer ERP software. |
| Foundation Bibliotheek.nl | Designing, optimizing and auditing of the operational financial processes. |
| Silesia BV | Senior Accountant / Tax Accountant / Financial & Business Controlling. |
| ASR Insurance - company | Senior Accountant, (re) designing financial processes. |
| ASMI, manufacturer machinery for chips | Project leader developing and implementation of a Business Control FrameWork (BCF). |
| HLB Schippers, auditing – company and the TBM Group, IT audit organization | Financial - én IT – auditor. |
| NV NUON | Joint project leader implementation of “Horizontaal Toezicht” for the tax department Project leader development and implementation of the Financial Control Manual Project management large investments - projects Implementation of IFRS division Energy Sourcing. |
| Albers, logistics services | Development and implementation of the management reporting. |
| TYCO (Technical wholesale USA) | Member of the implementation team “Sarbanes Oxley”. |

Expertises

- Business Proces Management / Business Controlling / Corporate Performance Management / Master Data Management;
- Specialized in developing, implementing and auditing of a Business Support FrameWork including Quality Assurance and Compliance;
- Financial -, Management - and Business Controlling;
- Impact - analyses ERP – software packages like SAP, Enterprise One (JdE), IFS – manufacturing package, SDP – assembly – package and Centric Solutions.
- Internal – and external reporting Dutch GAAP, US GAAP and IFRS;
- Project management, project control;
- Risk Management including Compliance (Sarbanes Oxley) and Assurance Engagements;
- Tax Accounting.

Skills and experiences

- Communicatively a strong personality and a sounding board for the board and management;
- Team player with leadership qualities;
- Result oriented, taking into account the needs of the client;
- Wide international experience, Europe (Belgium / Germany / Switzerland), USA and South – East Asia.

Education Postgraduate IT – audit VU Amsterdam, completed June 2008.
Accountancy at NIVRA, completed in 1992
HEAO Economy, completed in 1984
VWO, completed in 1980

Courses International and national reporting (IFRS, US - and Dutch GAAP)
Business Proces Management
“Horizontaal Toezicht”
Sarbanes Oxley
Business Intelligence / Business Warehouse
Continuous Improvement

Languages English, fluent
German, fluent.

Experiences

Owner of RS Interim Management 2004 – now, see also www.rs-interimmanagement.nl

Interim assignments (2004 – now)

September 2013 – Now ERIKS Dutch, Belgium, Switzerland and USA companies

ERIKS offers its products and services to the industrial end – user based on its passion for technology, its broad and deep knowledge of market developments, product properties, product applications, product processing, logistics and its state-of-the-art infrastructure. This enables ERIKS to make a positive contribution to the business operations of its customers, suppliers and its social environment.

Roles: Business Process Manager / Corporate Performance Management / Business Controller and GAP - analyzer

September 2016 – now: Business Process Management ERIKS Switzerland

Investigation of functionalities / process flows of the current ERP software of Maagtechnic Switzerland. Goal: Having a correct and complete overview of the differences with the Template SAP R/3 in the Netherlands and Belgium. This overview will be used to assess the functionalities / process flows in the Template and to implement the new Template including change management.

May 2016 – September 2016: Business Improvement Management ERIKS USA

To develop, standardize and document best practices for all of the companies in Eriks USA, to bring best practices to the business operations and to do things as efficiently as possible for the organization, customers and vendors.

October 2015 – April 2016 : Introduction / Implementation Business Support Framework

Prepare the implementation of the Business Support Framework in ERIKS Netherlands / Belgium
Key – objectives, risk – analyses and proposed controls discussed and implemented with the managers responsible. Set - up: Audit – planning for 2016 / 2017.

May 2015 – September 2015: Corporate Performance Management inclusive Master Data Management

Setup an overview of the existing management reporting strategical, tactical and operational plus wishes / demands. After preparing this overview, also connecting the management information needed per organizational function and ‘role’ in the SAP – system including preparing the policies and internal procedures.

September 2013 – April 2015

Analyzing Business Process Management at ERIKS Netherlands and Belgium with the tool FIT-GAP analyses of the ERP – software packages like SAP, JDEdwards, IFS – manufacturing package, SDP – assembling package and Centric Solutions.

Also set – up the information needed from the reporting tool Business Intelligence / Business Warehouse in SAP.

January 2011 – now Silesia BV in Almere (1 day a week)

Silesia BV is part of the international Silesia GmbH & Co – Group, situated in Germany. The Group produces flavors and aromas.

Role: Senior Accountant / Tax accountant

Development of management information of our customers (turnover, gross-margin and profitability) using SAP Business Warehouse/Business Intelligence (SAP BW / BI).
Also responsible for Finance & Control for month – and year – closing, VAT – and Corporate Tax declarations and pay-roll administration.

April 2014 – November 2014 Foundation Bibliotheek.nl / Public Libraries NL

The foundation Bibliotheek.nl is a national platform to support the public libraries to uniform the process – flows and IT – platform / IT - functionalities like websites etc.

Role: Project – leader to develop and implement operational and financial processes to support lending of E – books to the members of the public libraries. This includes the operational and management information needed to control the business – case and – process.

July 2012 – October 2012 ASR, Utrecht

The insurance company ASR with individual and collective pension contracts and other insurances, like liability, car insurance etc.

Role: The (re) organization of a number of financial processes for improving the quality of the in - and external reports and increasing efficiency.

- Improving the efficiency and effectiveness of the (sub) processes for increasing the quality of information available and speeding up the reporting process.
- Redesigning processes and communication to the parties involved in the changes of these processes (change management).
- Redesign the reporting packages itself, including the transparency of the links to the source systems. Improvement of the correct application of IFRS.
- Assessing and analyzing the information from the VTA (technical administrations) and the underlying source systems. Purpose: to prevent improper accounting records and thus inaccurate and incompetent in – and external reports.

February 2011 – June 2012 ASMI, Almere

ASMI produces chip - machinery and is represented worldwide with a concentration of production, administrative and logistic activities in Singapore.

Role: Project Development and Implementation of a Control Framework.

- Developing a Control Framework for the business processes such as purchasing, sales, production, human resources, tax, treasury, fixed assets, reporting, master data management and research & development. The Control Framework is also implemented on the Intranet in a SharePoint environment. The Control Framework contains the updated (accounting) policies US GAAP , the current procedures, actualized work instructions and flowcharts.
- In the Control Framework the basic elements of the process of preparing the annual account in accordance of the US GAAP and IFRS guidelines, are formalized and implemented.
- The preparation and implementation of comprehensive RACI - tables drawn with respect to the duties and responsibilities of the matrix - organization.

April 2009 – January 2011

HLB Schippers (auditing firm) and TBM Group (IT auditing firm).

Role at HLB Schippers: Financial - and IT – audit

- Set up an IT – audit discipline within a middle sized auditing firm with branches in Noord-Holland, Utrecht and Flevoland.
- Execute quality reviews (“OKB”) conform written internal procedures and external (AFM) standards. Part of the OKB is also a comprehensive assessment / analysis of the financial statements and the correct application of the guidelines for annual reporting including impairments, pensions and financial instruments.

Role at TBM – Group: IT – auditor

- To execute IT audits for the customers of the auditing firm, but also for customers of the TBM-Group.
Customers of the TBM – group can be found in various branches: retail, unions, government and auditing firms. See for more information www.tbmgroep.nl

June 2008 – March 2009 NV NUON

Role: Sub - Leading the Implementation of “Horizontal Toezicht” for the fiscal department of NUON.

- Preparation of proposals for the Tax Authorities. The discussion with the Tax Authorities concerns the link between the used IFRS and the declaration of corporate tax;
- Education of the people in the fiscal department in understanding and implementing IFRS;
- Further implementation of the concept of the Tax Control Framework / “Horizontal Toezicht”.

May 2007 – April 2008 NV NUON

Role: The Implementation and Styling of a new Finance Manual (FM) including Management Accounting, Financial Accounting, Business Controlling, Tax Accounting, Internal Control Framework and Treasury.

With the implementation 2 subjects were essential.

- Making the Finance Manual digitally available for the entire financial “community” via the Intranet.
- Making sure of the actuality of the Finance Manual through a periodical alignment of the different disciplines and their representatives.

May 2006 – May 2007 Albers Movers: Logistic Services for storage of goods, the transportation chain and removals

Role: Development and implementation of in - and external information.

- Implementation of a renewed way of giving information.
The reason of this renewal came from the growth of organization and the need of reliable control information.
- The information consisted of both monthly financial reports, balance sheet, P&L and ratios and the daily information for the primary business processes.

March 2005 – January 2006 NV NUON

Role: Management of investments project.

- Project manager of the division Investments at NUON Amsterdam. The investments were both development projects, for instance storage of gas underground, the building of windmill – parks in the North Sea and big maintenance projects of power energy supplies and windmill – parks.
- The activities were to implement standardized work-instructions and the development of timely and reliable managerial information on both financial reports as project management.

May 2004 – February 2005 NV NUON

Role: Project leader IFRS for the division Energy Sourcing.

- Design and deployment of an implementation plan;
- Training and instructions to all the financial disciplines;
- Accounting for the "First Adoption" of IFRS at 01.01.2005 includes the mapping of both the financial consequences on short and long term.

February 2004 – April 2004 Tyco (American Company)

Role: Member of the Sarbanes Oxley team.

- Analysis, testing and implementation of the existing work instructions
- Support in designing, writing and implementation of updated procedures and work instructions.

Permanent employment

1992 – December 2003

Groups controller at the Eriks group, Technical Trading Companies, quoted on the Dutch Stock Exchange.

Job-description Groups controller.

- Responsible for the internal – and external reporting including control over the international guidelines. This included being (pro) active in the developments of international reporting;
- Member of the Board of the Pension Fund Foundation ERIKS. Function: financially and organizationally.
Tasks: Create, analyse and explain the internal financial statements to the Board and maintaining contacts with the actuary, auditor and supervisor DNB.
- Project manager IFRS within the ERIKS group;
This project has been successfully completed in 2003;
- Implementation of the consolidation package FRANGO / COGNOS.
- Responsible for the back-office of the treasury department including cash flow management, currency control and external and internal financing.
- Optimising the business processes at different companies including Master Data Management;
- Partly responsible for risk management (insurances, back-up- and recovery procedures);
- Maintaining contact with auditors, banks and fiscal advisors;
- Coordinated due diligence investigations.
- Support implementation team SAP R-3 concerning financial – and business reporting and controlling / processing;

1984-1992 Auditing firm Ernst & Young

During this period I grew from assistant accountant to experienced group – leader of a number of control teams . I was responsible for the complete planning of the work, to guide the audit teams and to be the contact person between the partner and the customers.

Leisure time

Sport such as fitness, football and cycling.

(international) Travelling.

Business wise: Supporting the Foundation Paralympic Swimmer.