

# C.V. Charles Mander

## PERSONAL DATA

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Birthday	January 18, 1973
Nationality	British/German/Dutch
Civil status	Married, 3 children, Permanent Dutch resident
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## SUMMARY

- Experienced international strategy and finance professional
- Deep experience of insurance and mobility
- Change catalyst via business transformations or innovation
- 5 year's Supervisory Board experience

## OVERVIEW

Charles Mander helps companies radically improve their value creation. He does this by combining data, ideas and people into fresh insights, co-creatively develop innovative ambitious strategies and inspire teams to deliver the required transformations on time.

## PROFESSIONAL EXPERIENCE \*

2010-to date	<u>MI Consulting, Owner</u> Interim CFO QBE Continental Europe
2013-2018	<u>NS (Dutch Railways)</u> Finance Director NS International & Commercial CEO BeNe Rail Chairman TLS Cooperation Finance Committee RvC member SVOV Member of MainPort Innovation Fund Committee
2005-2011	<u>AEGON</u> Senior Vice President Group Strategy & Performance Management Manager Management Control The Netherlands
2000-2005	<u>McKinsey &amp; Company, Amsterdam</u> Engagement Manager Corporate Finance & Strategy
1996-2000	<u>PWC, London &amp; Amsterdam</u> Senior Corporate Finance & Recovery Executive

## EDUCATION

2018	<u>Singularity University</u> Executive Program
2016	<u>Nyenrode Business University, the Netherlands.</u> Big Data masterclass.
1996-present	<u>In house.</u> Lean Six Sigma, Managing Agile, Accounting for Agile, NPS, MBTI/Insights, OGSM, Strategic Canvas.
1996-present	<u>ICAEW.</u> Chartered Accountancy postgraduate (1996-1999) Fellowship (2011) Business Finance Professional (2019) Annual IFRS updates (2000-present)
1992-1996	<u>Exeter College, Oxford University, UK.</u> BA and MA in Physics and Philosophy 2:1.
1995	<u>Leiden University.</u> Dutch language course
1994-1995	<u>Heidelberg University, Germany.</u> Erasmus Scholarship

## EXTRA CURRICULAR ACTIVITIES

Running and (Real-)Tennis, Coaching childrens' hockey and cricket teams, Lions, Science fiction

## LANGUAGES

English (native language), Dutch (fluent), German (fluent), French (rusty),

## ICT

Advanced Excel and PowerPoint, knowledge of SAP, Oracle, SAS VA

## HONOURS

Freedom of the City of London (1991) – by patrimony  
Ehrenbürger of Heidelberg (1995) – due to services to German Rugby

\*

MI Consulting - Boutique interim and advice bureau, linking strategy, finance and change  
Owner, Bloemendaal and Europe, Sept 2011 to present

For 2 years full-time after leaving AEGON and recently since January this year, I have been actively running my own consultancy and am regularly asked to advise other consultancies as an expert and to present at international conferences. e.g.:

- Strategy – Assisted market leading Cargo locomotive leasing company with opportunity identification given their dynamic market and developed buca's for the high potential ideas

- Business Transformation – Interim CFO/COO for QBE Continental Europe for 12 months (part of global insurer with EUR 250 mln premiums and >900 FTE in 17 countries); developed EU growth strategy, opened new country units, redesigned performance reporting, created IT standardization roadmap and set-up shared service center until Group CEO changed strategic direction due to cash-crunch and we had to shrink operations back
- M&A – Ran strategic due diligence for PE players to review and size opportunities/risks, for example, Ampelmann (motion compensated gangways for offshore operations) and Famed (medical bill clearing and settlement) etc
- Innovation – Improved funding docs and thereby the underlying strategies for a number of start-ups (e.g. electric car-charging platform, online hairdressing booking system, world's first Rail GDS and a community car-sharing system etc) to raise from EUR 1 to 7 mln each

NS – Dutch incumbent rail operator (EUR 6 bn turnover) with operations in NL, UK and Germany  
Originally I was hired to help NS Hispeed (the part of NS that runs the international trains from and to the Netherlands with turnover of EUR 250 mln, FTE of 500 and website selling approx. EUR 500k per day) get back on its feet after the Fyra debacle by negotiating with the various foreign players to reestablish connections. This I did successfully and thereafter kept being given interesting roles and projects and lots of room to do them in so I stayed for 5 and a half years until, as the first ever Group Innovation Manager, I found it impossible to bring the radical innovations needed in house.

FD NS International & Commercial, Amsterdam and Europe, June 2013 to Dec 2018

Also at the same time, CEO of BeNe Rail (ticketing JV with NMBS), chairman of TLS Cooperation finance committee (company behind the NL OV chip-card), supervisory board member of SVOV (fairly distributes EUR 800 mln pa from the government to the operators to pay for student travel) and member of Mainport Innovation Fund committee (mobility start-up fund with KLM/Transavia, Schiphol, Port of Amsterdam and Delft University)

- 5 direct reports and 5 indirect (from 150 initially before reorganizations) e.g.:

- Strategy – Rewrote NS's international strategy to focus on only UK and Germany as there we could earn decent returns and learn skills for NL and, as part of a broad team, helped change NS Group's identity from being rail only to being a more modern mobility provider
- Business transformation – Led project to (financially) integrate NS Hispeed with NS Reizigers, reducing indirect costs by 30% (EUR 40 mln) whilst maintaining product-focused agile culture and growing topline by 10% pa and, as CEO of BeNe Rail, persuaded 3 other railway companies to join our international booking/ticketing platform and negotiated EUR 100 mln outsourcing deal to save 30% pa
- Finance transformation – Developed strategy to improve NS Finance quality (from 6 to 8) and halve FTE (from 500) in 2 years by improving business control and developing a shared service center and then acted as integration manager during the successful transition
- Negotiations – Led teams to agree (financial effects of) product expansions and new distribution agreements with Eurostar, DB, Thalys, NMBS etc. and monitored delivery vs plan and financial settlement including threatening court-cases and using international arbitration successfully
- M&A – Led teams to review purchase of minority shares in Thalys and Eurostar given highly charged political background, to review purchase of various online and off-line sales affiliates, to sell shares in the Amsterdam Cruise Terminal and to close the HiSpeedAlliance with KLM
- Innovation - Wrote NS Innovation strategy, set up NS Innovation Board and Innovation Community, started internal innovation campaigns with keen young colleagues, developed Rail Accelerator plan with ProRail and Yes!Delft, set-up gate-funded funnel of 3<sup>rd</sup> horizon initiatives and invested in Hyperloop, MobilityMixx and Hely.

AEGON – Top 10 global Life insurer with EUR 20 bn premiums

Next to my line role, I quickly found a number of internal change projects and came to the attention of the CEO of NL for whom I soon became his speech-writer. After 2 years, I was asked by the future Group CEO to come and work for him and help him develop the group strategy and planning processes. Once I felt that I had taken the group processes as far as I could, I looked at some internal opportunities as BU/country CFO but chose to leave to become CFO/COO for a division of QBE (another insurer) initially on an interim external contract.

SVP Strategy & Performance Management, The Hague and Global, June 2008 to Sept 2011

- 6 direct reports and dotted lines to BU/country finance managers e.g.:

- Strategy – Co-developed first ever global strategy with consistent must-win-battles and focus on return on economic capital in an interactive iterative process. Tailored basic story for internal communication and investor relations meetings
- Finance transformation – Restructured budget/MTP process and quarterly reporting to align with new strategy and advised senior management where to challenge BU's
- Business transformation – Coordinated global program to reduce costs by EUR 250 mln over 2 years and raise EUR 6 bn of capital to pay back government debt after credit crisis

Manager Management Control AEGON NL, The Hague and NL, Nov 2005 to June 2008

- 10 direct reports and 35 indirects in the various lines of business e.g.:
- Strategy – Helped adjust strategy post “woekerpolis”-affair, downsizing AEGON Bank and focusing much more on Life and Pensions and introduced NPS to focus more on the customer
- Finance transformation – Redesigned monthly reports to focus more on the messages and actions instead of only the numbers and initiated quarterly business reviews
- Finance transformation – Project-managed restructuring of finance function that migrated all 250 finance staff to new more specialist roles
- M&A – Lead many projects to assess, purchase and integrate small pension and life portfolio's of companies that were deciding to cease business or were already in run-off
- Innovation – Together with head of marketing and head of IT developed portfolio of innovative fin-tech start-up ideas and managed gated funding process which lead to some companies that are still around such as Knab and Fairzekering

McKinsey & Company – Leading global board-room management consultant

I joined the recently started CF&S department concentrating initially on valuations across multiple industries but after time focused more and more on financial services until I was hired by a client.

Corporate Finance & Strategy Engagement Manager, Amsterdam and EU, May 2000 to Nov 2005

- Leading project teams of 3 to 10 professionals e.g.:
- Strategy – Developed corporate strategies for a wide range of companies from corporates such as Albert Heijn, KPN, Nuon, Boots, but also many financial services clients such as NN (overall-strategy, cost-reduction, mortgages, IT), Fortis (overall strategy, cost-reduction, correspondent banking) and Stroeve (growth strategy)
- Finance transformation – Restructured MTP processes for MedioBanca, redesigned KPI dashboard and internal reports for Nuon, redesigned finance function for Ahold etc
- M&A – Project-managed the merger of 3 acquisitions to create Allianz NL, project-managed the review of “merger of equal” targets for Fortis, ran multiple strategic due diligence projects for Permira and ABN Amro Capital etc
- Innovation – Ran benchmarking study to identify best practices and strategies for value maximization across VC's and PE and advised firms on how to improve

PwC – Leading global accountancy firm

I wanted to get a business qualification after my very theoretical degrees. In CFRS I was able to get hands on experience of reviewing and running companies across a wide range of industries.

Senior Corporate Finance & Recovery Executive, London and Amsterdam, Sept 1996 to May 2000

- Leading workstreams during insolvencies/receiverships and eleventh-hour restructurings e.g.:
- Reporting/IFRS – Audited various listed companies
- Business transformation - Closed local branches of foreign banks, set up schemes of arrangements for insurance companies and acted as interim COO for sweater manufacturer
- Finance transformation – Acted as interim FD for communications company with huge number of projects and cleaned up their WIP before collecting over 95% of the outstanding debt