

CURRICULUM VITAE

GENERAL

Rudolf Huyzer

Since assuming his first CEO position at the age of 30, Rudolf Huyzer has 30 years of Board level experience in diversified corporations of which 20 years were with international corporations and 20 years were with public companies. He has utilized his experience, vision, cultural adaptability and fluency in four languages to lead organizations to superior performance levels in global markets and acquire over 150 businesses primarily within the U.S., Europe and Asia. His last position was Chairman, President and Chief Executive Officer of Integra, Integrated Procurement Solutions, Inc.

Prior to the founding of Integra, Mr. Huyzer was CEO and President of BT Office Products International, a leading full-service international distributor of office products. BTOPI had a run rate of over \$1.6 Billion and 6500 employees worldwide at the time of Mr. Huyzer's retirement in 1997. During his tenure, he built BTOPI from ground zero by selecting, executing, and integrating in excess of 70 acquisitions internationally. Mr. Huyzer orchestrated BT Office Products' IPO in 1995. BTOPI realized a 34% CAGR in revenue and a 60% CAGR in EBIT over his last three years.

Internationally recognized for the design and implementation of growth strategies, Mr. Huyzer has focused on business-to-business distribution and services throughout his career. He has served corporations in turnaround / profit improvement processes, developed and implemented long-term corporate strategies, orchestrated major breakthrough acquisitions and restructured corporate financing and enhanced planning processes. Over his four year tenure with Wegener N.V., a publicly-owned Dutch distribution, printing and publishing services firm, net income increased by four times and EBIT increased by over eleven times. Mr. Huyzer's career began with Price Waterhouse Coopers where he spent five years in consulting and audit related activities. He received his academic education in The Netherlands from the State University of Utrecht (Economic Geography) and from The Netherlands Institute of Chartered Accountants in Amsterdam (Public Accounting).

Mr. Huyzer has served as the keynote speaker at numerous industry conferences in both the U.S. and in Europe and at conferences organized by ABN AMRO, Ernst & Young and the Chambers of Commerce of American States in Europe. He has participated in the Red Carpet Tour of several U.S. cities on invitation of U.S. Senators, Governors and Mayors. Mr. Huyzer is a former Director of the Board of the Netherlands Chamber of Commerce in the U.S., a member of the Executives' Club of Chicago, and a past Member of the Board of Delegates of the National Association of Wholesale-Distributors. Published materials related to Mr. Huyzer have appeared in major media as well as professional trade publications. In addition, he has been featured both on television and radio programs.

Mr Huyzer has no positions in Roto Smeets Group NV

CURRICULUM VITAE

SPECIFIC

Rudolf Huyzer

Associate Boer & Croon Executive Managers

Personalialia

Name and title R.A.J. Huyzer
Year of birth 1941
Place of Residence Palm Beach, FL (USA) / Aerdenhout (The Netherlands)

Education

1961 Economic Geography, University of Utrecht
1969 Netherlands Institute of Certified Public Accountants, Amsterdam
Top management courses: IMD, Lausanne, Switzerland
Follow-up management/business courses: general management, corporate planning and strategy, marketing/sales management, decision analysis, new business development etc.

Career

2004 - present Boer & Croon Executive Managers B.V., Amsterdam

- Associate
 - project manager, Assembléon, Veldhoven, The Netherlands (wholly owned subsidiary of Philips Electronics)
 - . quick scan/viability assessment US operations
 - . review of strategy, product lines, market potential, marketing & sales performance/effectiveness, existing and potential customer base, competence and quality of organization and management team, profitability and working capital analysis
 - . management subscribed to findings and solutions
 - . management decision to implement recommendations

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- 2002 - 2004 Self-employed
- Coach and trainer of starting entrepreneurs
 - strategy, implementation, financing and operations
- 1998 – 2002 Integra, Integrated Procurement Solutions Inc., Northbrook, IL, U.S.A.
(leading full-service distributor of industrial supplies; sales volume approximately \$216 Million, over 550 employees)
- Chairman, President and Chief Executive Officer
 - closed seven key acquisitions, creating strong Midwest and Eastern U.S. presence
 - improved EBITDA of acquired companies
 - rationalized and re-aligned organization by which further EBITDA improvement could be achieved
 - improved EBITDA margin
 - established Acquisition pipeline/Platforms/Add-Ons
 - established Executive Team and Infrastructure to Build Business
 - built management Bench Strength
 - established common IT platform-conversions completed
 - formulated initial web strategy and initiated implementation; installed taskforce to expand and enhance E-commerce capabilities
 - launched Profit Improvement Programs
 - established inter-company sourcing of products
 - negotiated new company contracts with suppliers/service providers
 - developed National Accounts strategy
 - consolidated all back-room functions (Accounting/Payroll/Accounts Payable/HR/Accounts Receivable/Merchandizing/IT)
- 1988 – 1997 Buhrmann (formerly KNP BT and Buhrmann Tetterode)
BT Office Office Products International, Inc., Buffalo Grove, IL
(leading international full-service distributor of office products, NYSE Listed till 1998; sales volume 1997 approximately \$1.7 Billion; 6,500 employees worldwide; 4,000 in the US).
Until IPO in 1995 a 100% division of KNP BT, a publicly held international distribution and manufacturing group headquartered in Amsterdam, Netherlands; sales volume: \$9 Billion
- 1996 – 1997 • Member Board of Management KNP BT Distribution Sector (currently known as Corporate Express)
- 1995 – 1997 • President, CEO and Board Member, BT Office Products International, Inc.
- 1990 – 1995 • President and CEO, KNP BT Office Products Division

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- 1988 – 1990
- President and CEO, Combined Paper Merchandising and Office Products Division of KNP BT (total sales volume in 1990 \$1.4 Billion; 5,000 employees. In 1990 transformed into two separate divisions: Paper Merchandising and Office Products)
 - developed and implemented long term growth strategy
 - grew company from \$35 Million in 1989 to approximately \$1.7 Billion in 1997 through:
 - . strategic acquisitions in new markets
 - . add-on acquisitions in existing markets
 - . strong organic growth
 - realized 34% compound annual growth rate during last three years (through 1996)
 - improved operating income by 60% compound annual growth rate during same period
 - acquired multiple companies in USA, Germany, Sweden, UK and Netherlands (approximately 80 locations in USA and approximately 80 in Europe)
 - integrated acquisitions successfully
 - divested non-core activities
 - lead the complex preparation and successful completion of an IPO (as an overseas company)
 - developed effective and lean corporate structure
 - rationalized operations (significant cost reduction through productivity improvement)
 - optimized synergistic opportunities (Merchandising, Logistics, IT, Marketing, Human Resources, Legal)
 - improved economies of scale by integration and reorganization
 - pioneered the successful completion of ISO9002 certification in the office products industry
 - introduced superior quality standards to enhance customer service
 - pioneered international customer base
- 1985 – 1988
- Wegener N.V., Apeldoorn, The Netherlands (public company, Amsterdam stock exchange. Printing and publishing: newspapers, magazines; print services third parties; distribution and direct marketing services)
- Member of the Board of Management
 - operational supervision operating companies
 - corporate planning and strategy
 - diversification (including new business development)
 - corporate finance (ad interim)
 - played crucial role in turnaround/profit improvement process; net profit multiplied by four in this period

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- developed and implemented long-term corporate strategy
 - orchestrated major breakthrough merger/acquisition
 - restructured Corporate financing and enhanced planning process
- 1977 – 1985 Verenigde Nederlandse Uitgeversbedrijven B.V. (VNU), Haarlem, The Netherlands
(public company, Amsterdam stock exchange. International publishing and printing: magazines, newspapers, books; international print services third parties; distribution and services)
- 1980 – 1985 • Chairman Divisional Board of Management
- 1977 – 1980 • Member Divisional Board of Management
- development, production, sales and distribution of:
 - . educational publications
 - . international scientific publications
 - . general interest publications
 - . data base publishing
 - designed and implemented turnaround and profit improvement programs: from a severe loss-making situation to a profitable situation within one year
 - developed and implemented long-term strategy
 - integrated and reorganized operating units
 - acquired and sold international licenses (Europe, Asia, USA)
 - established major international joint ventures and alliances
 - developed commercial data bases
 - down-sized unprofitable activities
- 1970 - 1977 Koninklijke Vermande B.V., Lelystad, The Netherlands
(privately held group of companies) distribution, EDP services, administrative services, printing and publishing)
- 1972 - 1977 • President and Chief Executive Officer
- 1970 - 1971 • Chief Financial Officer/Member Board of Management
- designed and implemented turnaround and profit improvement programs (from break-even to healthy margins for ongoing operations)
 - realigned business portfolio
 - restructured corporate financing
 - implemented enhanced MIS
 - developed and implemented long term strategy
 - spearheaded the renovation of technical facilities (print, pre and after press)
 - acquired several companies
 - developed and implemented change management process (from family-owned company to a professional market-oriented competitive organization)

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- 1968 - 1970 NV Textiel-Unie Spencer Hey, Culemborg, The Netherlands
(privately held Anglo-Dutch company) manufacturer and
wholesaler of ready made clothing
- 1968 - 1970 • Corporate Controller
• Managing Director subsidiary: in charge of establishing
and managing retailchain in the Netherlands and
Germany (ladies fashion)
- 1963 - 1968 PricewaterhouseCoopers, Rotterdam, The Netherlands
chartered public accountants, management consultants
- (Senior) Audit Manager
 - audit activities
 - consulting activities (MIS, administrative organization,
financial and fiscal affairs
 - special assignments (investigations, investment
appraisals, acquisitions, divestments, cost/benefits
analysis)

Professional Affiliations

- Former Director, Board of the Netherlands Chamber of
Commerce in the USA
- Former Director, Board of the National Association of
Wholesaler-Distributors
- Member, Executives' Club of Chicago