

CURRICULUM VITAE JOOST DE HAAS

Joost A. de Haas

Date of birth: 1 August 1959



Skills and competencies

Experienced manager with a pragmatic approach paired with strategic and theoretical insight. Proven track record in performance improvement for the top-line, cost structure and capital utilization. Broad experience in various industries in both operational and senior executive positions. Seasoned in solving complex and (time)critical business situations. Strong communication skills (both written and verbal); ability to make complex issues simple.

Experience:

9/09 -present **Adjunct-Professor of Entrepreneurship.** INSEAD. Fontainebleau, France (part-time). Teaching 'Managing Corporate Turnarounds' in the MBA- and EMBA-program. <http://www.insead.edu/facultyresearch/faculty/profiles/jdehaas/>

01/01 -present **Co-founder/-owner of four companies:**

- Amsterdam metallized Products: producer of metallized paper, cardboard and film (www.metallized.nl). Restructured the company after take over in July 2008 and steered it through the crisis when 35% of turnover was lost. Restored profitability and realized 60+% growth.
- Alcifor: provider of anesthesiological services and pain treatment. Negotiated contracts with hospitals for the establishment of joint-ventures. Set up pain treatment clinics from scratch.
- Kepcom: full-service agency for strategy, creation and realization of marketing communication (www.kepcom.nl). Acquired the assets out of bankruptcy and repositioned the activities.
- Herman Rutgers: executive search and interim management agency for Communications professionals (www.hermanrutgers.nl).

- 4/09-7/11 **Partner Coconut Capital.** Zeist. The Netherlands. Coconut Capital (www.coconutcapital.com) invests hands-on in distressed companies and turnaround situations.
- 12/02 - 12/07 **Partner Trimoteur. Zeist.** Trimoteur (www.trimoteur.nl) was a management and investment firm focusing on 'structuring' (building businesses from scratch) and 'restructuring'.
- Main responsibilities:
- 5/04-6/07 **Managing Director, Consolidated Graphic Industries, Utrecht.** Responsible for the acquisition and restructuring of the Brouwer Groep (Holland's second largest group of printing companies, 1700 employees, € 300 mio turnover). Realized operational turnaround with EBITDA growth from € -20 mio to break-even. Renegotiated claims from all major stakeholders (banks, suppliers, employees, pension fund etc.). Executed complex legal and financial restructuring, divested subsidiaries and closed down several facilities.
- 12/03 -4/04 **Repositioning of Port Support, Trimoteur's shipping business.**
- 04/03 -4/04 **Developing an initiative and business plan for the use of overcapacity of energy power plants.**
- 9/02 – 6/03 **Manager Free Consumer Market, NUON Operations, Amsterdam.** The Netherlands (interim management assignment). Responsible for preparing NUON's consumer market unit for the deregulation of the market. NUON is the largest energy supplier in The Netherlands.
- 5/02 – 8/02 **Senior Vice President Customer Operations, Novaxess.** Amsterdam, The Netherlands. Hired to succeed the CEO, but investors terminated financing the company before agreeing on the appointment. Managed the company on an interim contract through the insolvency process. Set up a bidding process and took the company through technical bankruptcy before selling off the assets.
- 04/01 – 3/02 **Managing Director One Tel Nederland.** Amsterdam, The Netherlands. Two months after starting, the Australian parent went into bankruptcy. Managed the company through the distress and sold the assets to the number three in the market.

- 9/98 – 3/01 **Vice President Consumer Market/Vice President Operations.** UPC Nederland, Amsterdam. The Netherlands (interim management assignment). Responsible for the introduction of cable-based services in The Netherlands (chello, Priority, digital tv) and subsequently for the whole customer operations process. Realized dramatic improvements in customer installation processes and services.
- 11/93 – 5/98 **Partner, De Haas & De Wilde, Amsterdam,** The Netherlands. Acquired two chocolate producers and merged them. Increased the turnover five-fold, moved to fully certified organic production and set up export to five countries
- 5/90-10/93 **Managing Director. Frico International, Leeuwarden,** The Netherlands. Responsible for sales (app. € 300 mio.) of Dutch cheese, logistics and distribution outside The Netherlands (customers in 80 countries) through two large warehouses and packaging units; total 425 employees.
- 9/86 -4/90 **Associate. McKinsey & Co, Amsterdam,** The Netherlands. Management consultant for a variety of Dutch and foreign companies and institutions.
- 9/83 -5/85 **Teaching- and Research-assistant, Finance Department, Erasmus Universiteit Rotterdam.** The Netherlands. Teacher masters' course in Finance. Four academic publications on capital markets, capital structure and bankruptcy risk.

Education

- 1986 Master of Business Administration, INSEAD, Fontainebleau, France
- 1985 Master of Quantitative Business Economics, Erasmus Universiteit Rotterdam, The Netherlands
- 1984 Bachelor of Law, Erasmus Universiteit Rotterdam, The Netherlands

Extracurricular activities

Entrepreneur-in-Residence, INSEAD, Fontainebleau, France. Support of and advisor to MBA students and alumni in developing and executing business plans.

President INSEAD Private Equity Club. Sub-entity of the Dutch INSEAD Alumni Association with the objective to advance knowledge of the private equity industry and create a platform for alumni in the private equity industry.

Member Program Committee IN-NED. INSEAD Non-Executive Directors program ('IN-NED') endeavors to train INSEAD alumni to become supervisory board members through the IN-NED Academy. As member of the Program Committee responsible for the development of the curriculum for the IN-NED Academy.