

RESUME

CURRICULUM VITAE

Philip Sluiter

Name: Sluiter, Philip Alexander

Adres: Beekhuizenseweg 67

6881 AE Velp

Date of birth: May 17 th. 1963

Nationality: Dutch

Phone number: [+31 26 3342302](tel:+31263342302)

Cell phone: [+31 6 53543610](tel:+31653543610)

E-mail: Sluiterphilip@gmail.com

Professional Experience

1989-1992 Continental Can Europe , European Head Quarters of US based Continental Can Company USA, privately owned company , 25000 employees.
Packaging Business.

Projectleader, various projects, reporting directly to CEO Europe . Examples: the implementation of a pan European recycling system for polystyrene cups ; The realization of a turnkey factory in the UK (Build Own and Operate) .

1992 **Acquisition** of Europe Automatic . A small company active in the development and marketing & sales of coffee machines for the SME markets. Supported by a Dutch bank , ABNAMRO's Bank Mees & Hope. I wanted to be an **entrepreneur**.

1992 **Acquisition** of ETNA . A heavy loss making subsidiary of a well known large public company in the Netherlands (Internatio Müller , Imtech) .
Manufacturer of whitegoods for the domestic markets. Brand new factory .
As **managing director** I have restructured the company and its business model. Integration of the activities of Europe Automatic in the Etna organization resulting in a lean and mean company with two different business Lines with all core competences in one building .
1995 positive cashflow. 1997 NLG 100 million turnover , 3% PAT.

1997-1998 Various International **Acquisitions** to strenghten the coffee technology basis.

2000 **Acquisition** ATAG and Pelgrim (bankruptcy ATAG Group, public company, listed at the Amsterdam Stock Exchange)).

Marketleader in the Benelux markets for white goods . As **CEO** of the Group we realized a complete integration of the ETNA white goods activities into a newly established white goods company with 480 employees. Unfortunately 400 employees lost their jobs. An innovative new business model was developed:
 - Complementary positioning of 3 brands ATAG, Pelgrim & ETNA. – Strong R&D , - Closing of own factories, Subcontracting manufacturing consequently utilising general output gap in the industry. – Excellent logistics
 - Excellent after sales service – Development and introduction of unique value adding services for our loyal resellers.
 Outperformer in the Industry

- 2001 **Acquisition Semecs** (out of Bankruptcy)
 Manufacturer of printed circuit boards (PCB) .
 Important supplier to Etna and ATAG companies.
 Restructuring . From 10 factories in Holland, Germany, Hungary and Slovakia to one newly built factory in Slovakia. Fast growing company with > 500 employees . PAT > 8% .
- 2008- 2010 **Slovenian listed company Gorenje** Acquires in June 2008 100 % of the shares of ATAG Europe. I became a **member of the management board**. Turnover Eur 1.3 billion. 12.000 employees. In 2009 appointed as joint **CEO** of the household appliances division , turnover Euro 1.1 billion 10.000 employees. I have resigned during summer 2010 .
- 2011- **Managing director** O2 Capital B.V. Private Equity firm . Focus on small and medium size enterprises (SME) ; EBIT from Euro 1million to 10 million, Main focus areas Manufacturing & ICT.

Other:

- 2006 - 2009 Member of the advisory board at the Twente University
- 2007 - 2011 President of the Arnhemsche hockeyclub
- 2007 - 2012 Member of the supervisory board of Techfund (high tech investment funds)
- 2007 - 2012 President of the supervisory board of TIIN Buy Out & Growthfund .
- 2009 - 2013 Member of the supervisory board of Batenburg Beheer N.V. Listed at the Amsterdam stock exchange .
- 2010 - 2013 Member of the nomination committee “supervisory board members Gorenje “
- [2014-1/2017](#) Member of the supervisory board of Royal Grolsch N.V. a SABMiller company (now ASAHI)

Education:

- 1982 High school (VWO–B)
- 1986 BSc. Advanced Technical Education . Managerial & Mechanical

engineering

(HTS Werktuigbouwkunde / Bedrijfskunde)

1989

MSc . Industrial Engineering & Management . Specialization Information
Technology. Major: Strategic Marketing
(Technical University Twente Technische Bedrijfskunde / Informatica stroom)

Qualifications:

1999

King William 1th price for Young entrepreneurship
(Koning Willem I prijs voor jong ondernemerschap)

2000

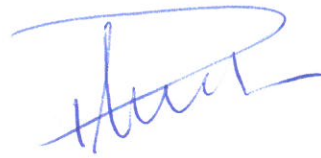
Entrepreneur of the year in the Province of Gelderland
(Gelderse Ondernemer van het Jaar)

2007

Founder member Kidsrights

Interests: - Golf, Sailing , Skiing , Chess

CV Ph.A. Sluiter, 11/2017

A handwritten signature in blue ink, appearing to be 'Ph.A. Sluiter', is located in the lower right quadrant of the page.

Ime: Sluiter, Philip Alexander

Naslov: Beekhuizenseweg 67

6881 AE Velp

Datum rojstva: 17. maj 1963

Državljanstvo: nizozemsko

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Mobilni telefon: [+31 6 53543610](tel:+31653543610)

E-pošta: Sluiterphilip@gmail.com

Strokovne izkušnje

- 1989-1992 Continental Can Europe, Evropski sedež ameriške Continental Can Company ZDA, zasebna družba, 25000 zaposlenih.
Panoga: Pakiranje.
Projektni vodja, različni projekti, neposredno poročanje glavnemu izvršnemu direktorju za Evropo. Primeri: izvedba skupnega evropskega sistema recikliranja skodelic iz stiropora; Izgradnja tovarne na ključ v Veliki Britaniji (model: izgradnja, lastništvo, poslovanje).
- 1992 **Prevzem Europe Automatic**. Majhno podjetje, ki je aktivno na področju razvoja, trženja in prodaje kavnih avtomatov za mala in srednja podjetja. Podpora od nizozemske banke Bank Mees & Hope, ki je v lasti ABN AMRO. Želel sem biti **podjetnik**.
- 1992 **Prevzem ETNA**. Izgubarsko hčerinsko podjetje znane velike delniške družbe na Nizozemskem (Internatio Müller , Imtech) .
Proizvajalec bele tehnike za domači trg. Popolnoma nova tovarna.
Kot **generalni direktor** sem reorganiziral podjetje in njegov poslovni model.
Integracija dejavnosti Europe Automatic v organizacijo Etna, kar je vodilo do vitke družbe z dvema različnima poslovnima linijama z vsemi ključnimi pristojnostmi v eni stavbi.
1995 pozitivni denarni tok. Leta 1997 promet v višini 100 milijonov NLG, PAT 3% .
- 1997-1998 Različni mednarodni **prevzemi** za krepitev temeljev kavne tehnologije.



- 2000 **Prevzem ATAG in Pelgrim** (stečaj ATAG Group, delniška družba, uvrščena na amsterdamsko borzo vrednostnih papirjev).
 Vodilno podjetje na trgih držav Benelux za belo tehniko. Kot **glavni izvršni direktor** skupine sem izpeljal celotno integracijo poslovanja ETNA v novo ustanovljeno podjetje za belo tehniko s 480 zaposlenimi. Žal je 400 zaposlenih izgubilo zaposlitev. Razvili smo inovativen nov poslovni model:
 - Komplementarno pozicioniranje 3 blagovnih znamk ATAG, Pelgrim & ETNA. Močne R&R.
 - Zaprtje lastnih tovarn, proizvodnja se je oddala podizvajalcem, zaradi česar se je izkoristila splošna proizvodna vrzel v panogi.
 - Odlična logistika
 - Odlične poprodajne storitve
 - Razvoj in uvedba edinstvenih storitev z dodano vrednostjo za naše lojalne prodajne posrednike.
 - Boljši od povprečja v panogi.
- 2001 **Prevzem Semecs** (iz stečaja)
 Proizvodnja plošč tiskanega vezja (PCB) .
 Pomemben dobavitelj za družbi Etna in ATAG.
 Reorganizacija. Od 10 tovarn na Nizozemskem, v Nemčiji, na Madžarskem, Slovaškem, do novo zgrajene tovarne na Slovaškem.
 Hitro rastoče podjetje z več kot 500 zaposlenimi.
 PAT > 8% .
- 2008- 2010 **Gorenje, slovenska delniška družba** pridobi junija 2008 100 % delnic družbe ATAG Europe. Postal sem **član upravnega odbora**.
 Promet 1.3 milijarde evrov. 12.000 zaposlenih. V letu 2009 sem bil imenovan za skupnega **glavnega izvršnega direktorja** za sektor gospodinjskih aparatov, promet 1.1 milijarde evrov, 10.000 zaposlenih. Poleti 2010 sem odstopil.
- 2011- **Glavni direktor** O2 Capital B.V. Podjetje za naložbe zasebnega kapitala.
 Osredotočenje na majhna in srednja podjetja (SME); EBIT od 1 milijona do 10 milijonov evrov, glavna področja osredotočanja: Proizvodnja & IKT

Drugo:

- 2006 - 2009 Član svetovalnega odbora Twente University
- 2007 - 2011 Predsednik hokejskega klub v kraju Arnhem
- 2007 - 2012 Član nadzornega odbora Techfund (investicijskih sklad visoke tehnologije)
- 2007 - 2012 Predsednik nadzornega odbora TIIN Buy Out & Growthfund.

2007 - 2012 Predsednik nadzornega odbora TIIN Buy Out & Growthfund.

2009 - 2013 Član nadzornega odbora Batenburg Beheer N.V., ki je uvrščena na amsterdamsko borzo vrednostnih papirjev.

2010 - 2013 Član nominacijskega odbora "člani nadzornega odbora Gorenja "

2014-1/2017 Član nadzornega odbora Royal Grolsch N.V., družba v lasti SABMiller
(sedaj ASAHI)

Izobrazba:

1982 Srednja šola (VWO-B)

1986 Diploma: Višja tehnična izobrazba. Poslovanje & strojništvo
(HTS Werktuigbouwkunde / Bedrijfskunde)

1989 Magisterij: Industrijski inženiring & menedžment. Specializacija iz
informacijske tehnologije. Glavni predmet: Strateški marketing
(Technical University Twente Technische Bedrijfskunde / Informatica stroom)

Kvalifikacije:

1999 King William 1. nagrada za mlade podjetnike
(Koning Willem I prijs voor jong ondernemerschap)

2000 Podjetnik leta v provinci Gelderland
(Gelderse Ondernemer van het Jaar)

2007 Ustanovni član Kidsrights

Zanimanja: - Golf, jadranje, smučanje, šah
CV Ph.A. Sluiter, 11/2017



POSLOVNI ŽIVLJENJEPIS

Ime in priimek: Robert Ličen
Rojen: 31.07 1967 v Ljubljani

Izobrazba: Doktor socioloških znanosti (Motivacijski dejavniki srednjega managementa v Sloveniji), FUDŠ in
Magister ekonomskih znanosti (poslovođenje in organizacija), EF Ljubljana

EMŠO: 3107967500038

Stanujoč: Ulica Lili Novy 58, 1111 Ljubljana

Status: Poročen, oče dveh otrok (hči 23 let in sin 17 let)

Sedanja zaposlitve: Profit Plus d.o.o, podjetniško in poslovno svetovanje
Delovno mesto: Lastnik in direktor, samostojni svetovalec in coach
Strokovnjak za področje Management sprememb
Ustanovitelj in direktor Podjetniški Center Pegasus, Ljubljana- zasebni neprofitni zavod

Dosedanje zaposlitve: Gorenje, d.d.
Delovno mesto: Pomočnik predsednika uprave
Doba zaposlitve: Od 01.04.2008 do 15.03.2009

Dosedanje zaposlitve: Steklarna Rogaška,d.d
Delovno mesto: Predsednik uprave
Doba zaposlitve: Od 25.01.2006 do 08.01.2008

Dosedanje zaposlitve: Akrapovič, d.o.o
Delovno mesto: Izvršni direktor družbe in edini član uprave
Doba zaposlitve: Od 01.04.2001 do 31.12.2005

Dosedanje zaposlitve: Tobačna Ljubljana
Delovno mesto: nazadnje Vodja logistike in namestnik dir. proizvodnje
Doba zaposlitve: Od 01.02.1994 do 31.03.2001

Nagrade: Managerski izziv leta 2007 (revija Manager),
Mladi manager leta 2005 (po izboru Združenja Manager);

Članstvo v Nadzornih svetih:

Član NS Hranilnica Lon, Kranj - od julija 2016(traja)

Predsednik NS Dars, Ljubljana
Predsednik NS Peko Tržič,
Predsednik NS Luminus, Slovenska bistrica
Član NS Sava Kranj
Član NS SID banka

Imam certifikat ZNS – izpit za opravljanje funkcije člana nadzornih svetov in neizvršnih članov upravnega odbora

Članstva v združenjih: Član Združenja nadzornikov Slovenije

Član združenja Manager

Sem član Rotary club Ljubljana-Grad, Slovenija

Strokovnost: Sem avtor več kot 100 strokovnih člankov in predavatelj na različnih simpozijih, fakultetah in izobraževanjih ter dolgoletni mentor, svetovalec in coach direktorjem in podjetnikom (management sprememb, leadership, postavljanje organizacije in reorganizacije procesov...)

Znanje jezikov: Poleg slovenskega aktivno govorim tudi angleški in srbski in hrvaški jezik

Rojen sem leta 1967 v Ljubljani. Po končani osnovni šoli sem se vpisal na Srednjo pomorsko in prometno šolo v Piranu, katero sem štiri leta kasneje končal in postal Navtični tehnik. Po končani vojaščini sem se odločil, da pomorski kruh ni zame, in da se bom v življenju raje ukvarjal z gospodarstvom kot takim. Po vrnitvi domov sem moral najprej vrniti štipendijo, katero sem štiri leta prejemal od Splošne plovbe, zato sem se takoj redno zaposlil kot varnostnik v eni od ljubljanskih pekarn. Po končanem vračanju štipendije (leto dni) sem se vpisal na Fakulteto za organizacijske vede in kot eden izmed najboljših študentov na fakulteti, študij tudi štiri leta kasneje končal (1.1994).

Vmes, leta 1992, sem se še kot študent, tudi poročil.

Po končani diplomi (1.1994) sem se navkljub ponudbi, da ostanem na fakulteti kot asistent, zaposlil v Tobačni Ljubljana. V Tobačni Ljubljana sem naslednjih sedem let nabiral tako delovne kot vodstvene izkušnje na različnih delovnih področjih. Začel sem kot pripravnik v Pripravi proizvodnje, delo v podjetju pa zapustil na delovnem mestu Vodja logistike in Namestnik direktorja proizvodnje

Vzporedno s tem sem na Ekonomski fakulteti v Ljubljani študiral magistrski študij Poslovedenja in organizacije (MBA) in ga leta 2000 tudi uspešno zaključil.

Aprila leta 2001 sem se zaposlil v podjetju AKRAPOVIČ, d.o.o. v Ivančni Gorici kot Izvršni direktor družbe in edini član uprave, z jasno nalogo, da reorganiziram takratno obrtniško delavnico v sodobno industrijsko podjetje, kar nam je tudi uspelo. V petih letih smo uspeli iz takrat še nepoznane obrtniške delavnice podjetje dvigniti na nivo vodilnega svetovnega proizvajalca izpušnih sistemov.

Za uspešno reorganizacijo podjetja in za moje delo v podjetju Akrapovič nasploh, sem aprila 2005 dobil nagrado Mladi manager leta 2005, ki ga podeljuje Združenje Manager.

V začetku leta 2006 sem nastopil z delom kot Predsednik uprave v Steklarni Rogaška z namenom, da takrat zelo zadolženo podjetje, ki je bilo tik pred stečajem, saniram, kar nam je tudi uspelo. Uspešno smo izpeljali prisilno poravnavo, reorganizirali celotno podjetje in z novim poslovnim modelom rešili 1273 delovnih mest.

Za uspešno izpeljavo sanacije podjetja sem leta 2007 prejel nagrado Managerski izziv leta, ki jo podeljuje revija Manager.

Od aprila 2008 do 15. marca 2009 sem bil zaposlen v Gorenju d.d., kot pomočnik predsednika uprave. Gorenje sem po slabem letu zapustil zaradi različnih pogledov na aktualne razmere v podjetju.

Od marca 2009 sem zaposlen v lastnem podjetju Profit Plus, ki se ukvarja z poslovnim svetovanjem in izobraževanjem. Moja specialnost so Management sprememb, Reorganizacija procesov in pa Leadership.

V tem času sem izobraževal najožja vodstva podjetij kot so Luka Koper, Aerodrom Ljubljana, Kontrola poletov, Cisco, Escada, NLB Leasing, Balkan Investment Bank (BiH),...

Poleg tega sem v programu CEED (center za razvoj podjetnikov) deloval 9 let kot reden predavatelj s področja managementa sprememb, reorganizacije podjetij in vodenja procesov ter ljudi.

Letos sem ustanovil lasten neprofitni zavod, Podjetniški center Pegasus, Zavod za usposabljanje in povezovanje podjetnikov, ki je edini neodvisni zavod v Sloveniji. Hkrati kot Poslovni Coach usposabljam in sem usposabljal podjetnike in njihove direktorje v številnih podjetjih: CVS Mobile, Bisnode, Futura, G3Spirits, Acenta, Big Bang, Slorest, Hlebček, Duler, Varis...


Kot zunanji svetovalec in nosilec projektov reorganizacije podjetij in procesov sem v zadnjih 5 letih sodeloval v projektih reorganizacij podjetij, kot so Delo, Bisnode, Futura, Hlebček, Lotrič meroslovje, Varis, Duler...

V začetku leta 2016 sem po večletnem raziskovalnem delu uspešno končal Doktorski študij iz področja Motivacije srednjega managementa in prejel naziv Doktor socioloških znanosti.

Delo mi, seveda poleg moje družine (sem oče dveh otrok, kot sem že omenil), pomeni življenjski smisel saj svoje delo jemljem kot izziv in ne kot »obveznost«. V njem vedno iščem izzive in nikdar ne vržem »puške v koruzo«.

Ponavadi iščem rešitve »izven okvirjev«, sem pristaš timskega dela, moj sistem vrednot pa je sestavljen iz delavnosti, enakopravnega odnosa do soljudi in zaposlenih, odgovornosti in poštenosti. Usmerjen sem v rast in v prihodnost in nikoli ne delujem v nasprotju z zgornjimi vrednotami.

Dr. Robert Ličen



BUSINESS CV

First and last name: Robert Ličen
Born: 31 July 1967 in Ljubljana

Education: Doctor of social sciences: Motivational factors on middle management in Slovenia, FUDŠ and
Master of economics (Masters in Business Administration – MBA), FELU

Unique Master Citizen Number: 3107967500038

Residence: Lili Novy 58, 1000 Ljubljana

Family: Married, father of two children (daughter, 23, son, 17)

Current employment: Profit Plus d.o.o, business consulting
Owner and CEO, advisor and coach
Expert on Change Management
Podjetniški Center Pegasus, business centre
Founder and CEO

Previous employment: Gorenje, d.d.
Assistant to the President of the Management Board
1 April 2008 – 15 March 2009
Steklarna Rogaška, d.d
Chairman of the board
25 January 2006 – 8 January 2008
Akrapovič, d.o.o
Executive Director and sole member of the Management Board
1 April 2001 – 31 December 2005
Tobačna Ljubljana
Head of Logistics and Deputy Director of Production
1 February 1994 – 31 March 2001

Awards:

Managers challenge of the Year 2007 (magazine Manager),

Young Manager of the Year 2005 (awarded by Združenje Manager – Managers' association);

Membership in Supervisory Boards:

Member of SB in Hranilnica Lon, Kranj – since July 2016 (ongoing)

Chairman of the Supervisory Board in Dars, Ljubljana

Chairman of the Supervisory Board in Peko Tržič,
Chairman of the Supervisory Board in Luminus,
Slovenska Bistrica

Member of the Supervisory Board in Sava Kranj

Member of the Supervisory Board in SID banka

Obtained certificate ZNS (Združenje Nadzornikov Slovenije) – for performing of the function of a member of the supervisory boards and non-executive members of the board of directors

Memberships:

Member of ZNS (Association of Supervisors of Slovenia)

Member of Managers' Association

Member and past-president (presidency in 2016/2017) of Rotary club Ljubljana-Grad, Slovenia

Expertise:

I am the author of over 100 professional articles and a lecturer at various symposiums, faculties and trainings, as well as a long-term mentor, consultant and coach for managers and entrepreneurs (specializing in change management, leadership, setting up of an organization and reorganizing processes ...)

Languages:

Besides Slovene language, I actively speak English, Serbian and Croatian.

I was born in 1967 in Ljubljana. After completing my elementary school, due to my my heart being set on adventure, I wanted to enroll at the Nautical high school in Piran, where I graduated four years later and became a nautical technician. After completing my military service, I decided that the marine life was not for me, and that I would much prefer working in the fields of business and economics as such. Upon my return back home, I had to give back my scholarship, which I was receiving from General Navigation for four years, so I immediately started working as a security guard in one of Ljubljana's bakeries. After returning the scholarship (in one year), I enrolled at the Faculty of Organizational Sciences, where I completed the studies four years later, in 1994, as one of the best students of the faculty.

In the meantime, in 1992, while still a student, I got married.

After graduating in 1994, despite the offer to remain at the faculty as an assistant, I was employed in Tobačna Ljubljana. In Tobačna Ljubljana, for the next seven years, I accumulated both working and managerial experience in various fields of work. I started as a trainee in Production Preparation and in the end left Tobačna as the Head of Logistics and Deputy Director of Production.

Parallel to this, I studied at the Faculty of Economics in Ljubljana and obtained a Master's in Business Administration – MBA, in 2000.

In April 2001, I was employed by AKRAPOVIČ, d.o.o. in Ivančna Gorica as the Executive Director of the company and the only member of the Board of directors, with the clear task of reorganizing of then craft workshop into a modern industrial company, a challenge in which we succeeded. In five years, we managed to raise the company from the then unknown craft workshop to the level of the world's leading exhaust system manufacturer.

For the successful reorganization of the company and for my work in the company Akrapovič in general, in April 2005, I received the Young Manager of the year award in 2005, handed out by the Managers' Association.

At the beginning of 2006, I took up the position of President of the Chairman of the board in Steklarna Rogaška with the intention of sanitizing a very indebted company that was just before bankruptcy, another challenge in which we succeeded. We successfully conducted a compulsory settlement, reorganized the entire company and saved 1273 jobs with the new business model.

In 2007, for successful implementation of the company's remediation, I received the Manager's Challenge of the Year Award, presented to me by the Manager magazine.

From April 2008 to March 15, 2009, I was employed by Gorenje d.d., as Assistant to the President of the Management Board. After a bit under a year, I left Gorenje due to different views on company's current situation.

Since March 2009, I have been self-employed, after starting my own company, Profit Plus, which deals with business consulting and coaching. I specialize in Change Management, Process Reorganization and Leadership.

During this time, I was educating top level managers in companies such as Luka Koper, Aerodrom Ljubljana, Flight Control, Cisco, Escada, NLB Leasing, Balkan Investment Bank (BiH) and many more.

In addition, I worked with CEED (Centre for the Development of Entrepreneurs) for 9 years as a regular lecturer in the field of change management, enterprise reorganization, as well as management of processes and people. This year, I founded my own non-profit institute, the Pegasus Business Center, the Institute for Training and Connecting of Entrepreneurs, which is the only independent institution of this nature in Slovenia. At the same time, as a Business Coach, I train entrepreneurs and their managers, across many companies: CVS Mobile, Bisnode, Futura, G3Spirits, Acenta, Big Bang, Slorest, Dummy, Duler, Varis ...

For the past 5 years, I have been involved in corporate reorganization projects, such as Delo, Bisnode, Futura, Hlebček, Lotrič metrologija, Varis, Duler, as an external consultant and carrier of projects for the reorganization of enterprises and processes.

Work, besides my before mentioned family (I am a father of two children), gives sense to my life. To me, it represents a challenge and not an "obligation". I always look for challenges in it, and I never "throw in the towel".

I usually look for "out of the box" solutions, I am a big believer in teamwork, and my values consist of being hardworking, responsible and honest, as well as treating our fellows and employees equally and fairly. I aim towards growth and towards the future, and I never act against these values.

Dr Robert Ličen

