

CURRICULUM VITAE

Nadia Yaiche - Verwilghen

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Caring CFO for innovative companies & experienced independent director

Profile summary

- Trilingual finance & strategy executive with 25+y's experience in international (listed & not listed) companies in biotech, digital/technology, network and industrial sectors. Collaborative leader, I am highly committed, agile and caring with passion for bringing a positive impact on society.
- Pragmatic and goal oriented, I support companies in defining their strategy and driving effective execution, improving profitability and finance structures, corporate governance, financing (equity/debt), M&A transactions, international growth and transformation.
- 15+ years of Board experience. Member of the Audit Committee of VIVAQUA. Past non-executive Director and Chair of the Audit Committee of RealDolmen. Past Executive Director for ABB.
- CSR is in my DNA as I want to contribute to a better world. I am a proud mother of 3 kids, sportive and active in a humanitarian non-profit organisation.
- Interested in Finance&Strategy Executive roles in innovative companies & independent board mandates

Key achievements

- Financing: Co-led a large Series-C financing for iSTAR Medical attracting Tier-1 PE investors and negotiated attractive non-dilutive financing totaling €65m.
- Transformation & cultural change: Played a key role to facilitate the sale and conduct the carve-out of TNT Airways and its integration in the acquiring ASL Group; Co-led the transformation from a cost centre into an independent airline from a financial and cultural perspective.
- Strategic shift and take-over: As Chair of the Audit Committee, co-led the strategic shift & geographical expansion of the listed company RealDolmen with a friendly take-over transaction and company de-listing from Euronext.
- M&A integration and SOX: Led the post-acquisition integration of 15 companies for ABB Benelux; Led SOX implementation together with a large ERP project streamlining processes and improving internal controls.
- Support fast growth: Enabled profitable growth of WorldCom Belgium from zero to €100m revenues in 3 years; Developed agile finance and IT structures (team, ERP, CRM, billing, data-warehouse, ..) in close collaboration with the business.

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Professional Experience

ISTAR Medical, Vice President Finance

May 2019 – Dec 2021

(Clinical Stage Medical Technology Company)

Member of the Executive Committee of iSTAR Medical

Achievements: Co-led with the CEO a large Series-C financing (40m€) attracting new solid PE investors; Negotiated attractive non-dilutive financing (25m€). Set-up a new finance team. Improved financial and internal control processes, a new reporting tool. Implemented a new stock option scheme. Managed communication with Investors. Explored other financing avenues and prepare for the commercial scale-up in EU and USA.

M&A Services (own company)

May 2007 – To date

CFO and Advisor to CEO and Board of Directors

Advising CEO & Board of Directors on strategy definition and implementation, financing, corporate governance, finance department strengthening, turnaround or scale-up trajectory. Often combined with a CFO role.

Main projects:

- EVPA, CFO a.i.

July 2022 – Oct 2022

Support the CEO and Board with new strategy implementation, strengthen governance and finance team

- ASL Airlines Belgium, CFO

Sept 2015 – Dec 2017

(850 M€ Turnover and 480 FTE's with branches in UK, Shanghai, Singapore, Dubai, Hong-Kong, India and USA)

Member of the Executive Committee of ASL Airlines Belgium; Head of the SSC with TNT Eurohub

Played a key role in the sale of TNT Airways, it's carve-out from TNT Group and the integration with the acquiring company ASL Group. Co-led the successful transformation into an independent airline, while maintaining a positive social climate

- Swissport, CFO Belgium

July 2013 – August 2015

(~130 M€ Turnover and ~ 2.000 FTE's; my team ~ 14 FTE's / Private equity Owned)

Member of the Executive Committee of Swissport Belgium and Swissport Cargo Services Belgium

Co-created and implemented the new strategy, mission, vision and values and brought the company back in a peaceful social environment with improved financial results.

- M.I.V.B. / S.T.I.B., Director Finance & Backoffice

Jan 2012 – Dec 2012

(~150 M€ Ticketing Turnover and 7.000 FTE's; my team ~ 55 FTE's)

Led the finance and back-office team through a successful transition. Contributed to new Management Contract. Proposed new modes of financing. Led the implementation of the new public accounting.

- **LBC Tank Terminals, Project Lead 'Finance Transformation'** 2010-2011
(~250 M€ Turnover and 700 FTE's / Private equity Owned)

Advised the Group CFO/CEO on the optimization of finance structures to facilitate the ambitious buy-and-build strategy of the group.

- **Option, Director Financial Planning & Group IT** 2009-2010
(~100 M€ Turnover and 240 FTE's)

Played a key role in the definition and implementation of a major restructuring (~40% cost reduction) to bring the company back to profitability and growth, combined with a strategic shift. Instrumental contribution to a Regulatory Case with the EU Commission

- **Clearwire, Advisor and Project Manager** 2007-2008

Led the design and implementation of CRM and billing processes, systems and data-warehouse for the EU Operations.

Deloitte Consulting, Director Finance Strategy & Operations March 2008 – June 2009

Co-development of the Enterprise Cost Reduction service offering (for Manufacturing and FMG industries). Strategic advisor for the telecom practice. Business development in non-FSI-industries.

Designed a merger action plan for Unilin; Designed an integration plan of 3 BU's for Belgacom and acted as CIO a.i. for Securitas.

ABB, CFO Benelux Jan 2005 – Jan 2007 (Turnover ~ 500M€ Benelux / 25B€ Group; FTE's: 1.200 Benelux; my team ~ 50 FTE's / 100.000 Group)

Member of the Benelux Executive Committee; Board Member of several ABB companies.

Led post-acquisition integration of 15 companies for ABB Benelux; This included a major ERP project, corporate structure simplification, E2E processes redesign; Highly involved in 2 divestments & carve-out; Led SOX implementation and strengthening of the finance organisation. Led various tax optimisations generating > 1M€.

MCI Worldcom (now 'Verizon') Dec 1994 – June 2004 (Turnover: from zero to ~100M € Belgium / 4B€ Int'l / 30 B€ Group; FTE's ~300 Belgium / 90.000 Group)

Member of the Executive Committee and advisor to the Board of Directors

Roles / Achievements:

Director Int'l Regulatory & Program Management: Led strategic cross-functional projects and regulatory filings with EU and local regulators to stimulate fair competition, reduce customer churn and shorten revenue cycle. Active involvement in Chapter 11 management; Instrumental role in the restructuring of the Belgium entities which led to a successful turnaround.

Director Int'l Business Development: Responsible for capital investment planning with USD 2 Billion annual budget. Co-developed a new strategy & restructuring plan to improve profitability & cash-flow position of MCI WorldCom Int'l, as an alternative to a business sale.

Director Finance, IT & Administration for WorldCom Belgium & WorldCom Development (Holding Company of European entities); JV set-up . Participated in strategic decisions with the JV Board of Director. Enabled profitable growth from zero to €100m revenues in 3 years through the implementation of critical finance and IT structures (team, ERP, CRM, billing, data-warehouse, fraud detection,..) in close collaboration with the business.

Finance Manager Europe: Started from scratch and led finance operations in six European countries; Responsible for tax, treasury, internal controls & compliance, M&A due-diligence. Initiated a tax and transfer pricing structure leading to a competitive advantage for the group.

Coopers & Lybrand (now 'PWC')
Senior Auditor and Assistant Tax Advisor

Sept 1992 – Dec 1994

Board of Directors

- 2018 - to date** Vivaqua, Member of the Audit and Risk Committee
- 2016 - 2018** Realdolmen, Non-Executive Board Member, Chair of the Audit Committee
- 2008 – 2009** Deloitte Consulting, Executive Board Member
- 2005 – 2006** ABB, Executive Board member

Education

- 1992** Master in Business Administration and Finance (high distinction), I.C.H.E.C., Brussels
- 1996** Master in Law and International Law (high distinction), ESSF, Brussels
- 2001** Certificate in M&A and Venture Capital (grade B+), Boston University Brussels
- 2012** Certificate in Corporate Governance (Board & Director Effectiveness), Guberna
- 2015** Executive Program in Management & Philosophy, Solvay Business School, Brussels
- 2018** Executive Program in Digital Transformation, Solvay Business School, Brussels

Languages

Fluent in Dutch, French and English.

Personal

- Married, 3 children
- Active in a humanitarian non-profit organisation
- Sportive (running, tennis, mountain-bike, ski)