

ROBBERT BUTZELAAR

INTERIM CFO | FINANCIAL DIRECTOR

Retail Transformation · Business Performance · M&A · Private Equity

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EXECUTIVE PROFILE

Helping retailers navigate transformation, improve business performance and create shareholder value has been the common thread throughout my career.

With more than 30 years of executive leadership experience, I support medium-sized retail and consumer businesses during periods of transformation, restructuring, ownership change, mergers & acquisitions and performance improvement.

I build finance organisations that go beyond reporting. By combining strategic financial leadership with a pragmatic hands-on approach, I help organisations make better decisions, improve operational performance and create sustainable business value. Throughout my career I have partnered closely with CEOs, Executive Boards, shareholders and Private Equity investors, leading organisations through some of their most challenging phases.

My experience ranges from leading complex M&A transactions and post-merger integrations to redesigning finance organisations, improving profitability and developing high-performing leadership teams.

I measure success by leaving every business stronger than I found it.

Finance doesn't create great retailers. Great finance helps retailers become great businesses.

WHERE I ADD VALUE

Business Transformation

Leading businesses through restructuring, organisational change and performance improvement.

Private Equity & M&A

Supporting acquisitions, divestments, ownership transitions, due diligence and post-merger integration.

Executive Business Partner

Trusted advisor to CEOs, Executive Boards, shareholders and investors.

Value Creation

Improving profitability, operational performance, cash flow and shareholder value.

Finance Leadership

Building Finance, Business Control and Internal Control organisations that actively support business decision-making.

People Leadership

Building high-performing finance teams and developing future finance leaders.

SELECTED EXECUTIVE HIGHLIGHTS

HomeFashion Group (Leen Bakker & Kwantum)

Played a leading financial role in the successful sale of HomeFashion Group to Orlando Capital while strengthening the finance organisation during a major organisational transformation.

FACO / D.I.O.

Led the successful sale of FACO / D.I.O. to Mosadex, creating significant shareholder value despite external advisers initially concluding the business had little or no equity value.

Miss Etam

Contributed to improving profitability from break-even to approximately €20 million EBIT through commercial, operational and financial performance improvements.

PLUS Retail

Built the Business Control organisation supporting the rapid expansion of the company-owned retail network following the merger with COOP.

PROFESSIONAL EXPERIENCE

Interim Manager Business Control Commercial

PLUS Retail | Utrecht

August 2026 – October 2026

One of the largest supermarket organisations in the Netherlands, operating in a complex commercial retail environment.

WHY I WAS BROUGHT IN *Asked to return to PLUS Retail to support the Commercial organisation during a period of organisational change, with a focus on strengthening business partnering, commercial performance management and management information.*

BUSINESS IMPACT

- Supported the Commercial Management Team with financial insight, forecasting and decision support.
- Assessed the positioning and ways of working of Business Control and identified opportunities to improve data availability and commercial steering.
- Worked with business controllers and commercial leadership to strengthen Finance's contribution to decision-making.

EXECUTIVE SCOPE Business Control Commercial • Commercial Performance • Forecasting • Management Information • Executive Business Partnering

Interim Financial Director

HomeFashion Group (Leen Bakker & Kwantum) | Tilburg

September 2024 – June 2026

Leading home furnishing retailer operating approximately 300 stores across the Netherlands and Belgium with annual revenues of approximately €600 million.

WHY I WAS BROUGHT IN *Recruited to strengthen the finance organisation during a period of organisational transformation and to support the successful sale of HomeFashion Group to Orlando Capital. Working closely with the CFO, CEO and the management teams of Leen Bakker and Kwantum, I strengthened financial leadership while helping prepare the organisation for a successful ownership transition.*

BUSINESS IMPACT

- Played a leading financial role in the successful sale of HomeFashion Group to Orlando Capital.
- Led the finance workstream throughout the transaction, including responsibility for the financial data room and support of the due diligence process.
- Business partner to the CFO, CEO and the management teams of Leen Bakker and Kwantum during a period of significant organisational change.
- Redesigned the budgeting and forecasting process, improving financial planning and business steering across the organisation.
- Supported the redesign of the finance organisation following the ownership transition.
- Strengthened collaboration between Finance, Commercial and Operations, positioning Finance as a stronger business partner.
- Combined strategic leadership with a pragmatic hands-on approach, ensuring continuity while delivering organisational change.

EXECUTIVE SCOPE €600 million annual revenue • 300 stores across the Netherlands & Belgium • Business Control | Financial Control | Internal Control | Finance Management • Executive Business Partner to CFO & CEO

Interim Manager Business Control Store Operations

PLUS Retail | Utrecht

February 2023 – July 2024

One of the largest supermarket organisations in the Netherlands following the merger with COOP.

WHY I WAS BROUGHT IN *Following the merger with COOP, PLUS rapidly expanded its company-owned retail network from approximately 12 to more than 100 stores. I was recruited to design, build and professionalise the Business Control organisation supporting this expansion and establish Finance as a strategic partner for Store Operations.*

BUSINESS IMPACT

- Designed and implemented the Business Control model for the rapidly expanding company-owned retail organisation.
- Built the planning, budgeting and forecasting processes supporting more than 100 company-owned stores.
- Business partner to the Director of Store Operations and member of the Store Operations Management Team.
- Led and developed the Business Control team during a period of rapid organisational growth.
- Improved financial insight, performance management and operational decision-making across the retail operation.
- Established Finance as a proactive business partner supporting commercial and operational performance.

EXECUTIVE SCOPE Approximately 550 supermarkets • Growth from 12 to 100+ company-owned stores • Leadership of Business Control • Business Partner to Director Store Operations

Chief Financial Officer

FACO / D.I.O. | Diemen

November 2013 – May 2017

Leading wholesale and franchise organisation in Health & Beauty with approximately €180 million consumer sales, 370 stores and 180 FTE.

WHY I WAS BROUGHT IN *Recruited to strengthen financial leadership, improve business performance and prepare the organisation for its next strategic phase. During my tenure, I played a key role in transforming the business, creating shareholder value and preparing the organisation for a successful sale.*

BUSINESS IMPACT

- Transformed the organisation from loss-making to profitable through improved financial discipline, operational focus and stronger business control.
- Led the successful sale of FACO / D.I.O. to Mosadex, creating significant shareholder value despite EY, the financing banks and external advisers initially concluding the business had little or no equity value.
- Negotiated the transaction directly with the Mosadex management team and their advisers over a period of more than a year, ultimately achieving a substantially better outcome for the shareholders than originally anticipated.
- Business partner to the CEO, shareholders, banks and external advisers throughout the transaction process.
- Led the preparation of the organisation for the sale, including financial due diligence, valuation support and strategic decision-making.
- Executive Board member responsible for Finance, HR and IT.

EXECUTIVE SCOPE €180 million consumer sales • 370 stores • 180 FTE • Finance | HR | IT • Executive Board Member • M&A | Strategy | Shareholder Value Creation

Chief Financial Officer

DA / D.I.O. | Amersfoort

June 2017 – December 2018

Appointed CFO of the combined DA / D.I.O. organisation following the acquisition of FACO / D.I.O. by Mosadex.

BUSINESS IMPACT

- Led the post-merger integration of DA and D.I.O., combining two organisations, head offices, logistics operations and finance functions into one business.
- Responsible for Finance, HR and IT across the combined organisation.
- Business partner to the CEO and Executive Board during a period of significant organisational transformation.
- Redesigned finance processes and governance to support the newly integrated organisation.

EXECUTIVE SCOPE Finance | HR | IT • Executive Board Member • Post-Merger Integration • Strategy & Business Transformation

Finance Director
Miss Etam | Zoetermeer

February 2009 – October 2013

Leading Dutch fashion retailer with approximately €225 million revenue, 141 stores and 1,800 employees.
WHY I WAS BROUGHT IN *Appointed to strengthen financial performance, improve commercial decision-making and support the continued professionalization of one of the Netherlands' leading fashion retailers.*
BUSINESS IMPACT

- Contributed to improving profitability from break-even to approximately €20 million EBIT through commercial, operational and financial performance improvements.
- Business partner to the Managing Director, Sales Director and Group CFO.
- Led major performance improvement initiatives, including structural labour cost optimisation, investment governance and working capital improvements.
- Successfully implemented SAP FICO and supported strategic programmes including e-commerce, store automation and business transformation.
- Member of the Management Team of Miss Etam and the Leadership Team of Etam Group.

EXECUTIVE SCOPE €225 million revenue • 141 stores • 1,800 employees • Finance & Control • Management Team Miss Etam • Leadership Team Etam Group

Interim Manager Business Control Logistics
bol. | Utrecht

February 2022 – October 2022

Leading e-commerce retailer in the Netherlands and Belgium.
WHY I WAS BROUGHT IN *Recruited to strengthen Business Control within the Logistics organisation and improve financial decision-making in a rapidly growing and highly automated operational environment.*
BUSINESS IMPACT

- Business partner to the Directors of Logistics Operations and Logistics Innovation.
- Strengthened financial control and forecasting across the logistics organisation.
- Improved budgeting, forecasting and operational performance reporting.
- Built a stronger Business Control function supporting strategic and operational decision-making.

Founder | Interim CFO & Financial Director
Robust Finance B.V.

January 2019 – Present

Founded Robust Finance to provide interim CFO, Financial Director and Finance Transformation services, primarily within retail, wholesale and consumer businesses.
SELECTED ASSIGNMENTS

- HomeFashion Group
- PLUS Retail
- bol.
- Various transformation and finance leadership assignments

Senior Controller / Business Controller
V&D | Amsterdam

July 2007 – January 2009

BUSINESS IMPACT

- Business partner to the Director of Operations.
- Responsible for the financial performance of 62 department stores.
- Supported the strategic turnaround programme.

- Introduced Strategic Resource Management as a management control system, improving operational steering and labour productivity.

Interim Finance Manager

Finace B.V. | Amstelveen

November 2001 – June 2007

Completed senior interim finance assignments for:

SELECTED ASSIGNMENTS

- Unilever
- Royal Dutch Shell
- Achmea / Groene Land Verzekeringen
- UWV
- Stater
- EuroShell Cards

EARLIER CAREER

- *Controller — Etos*
- *Financial Controller — I.I.R. B.V.*
- *Assistant Manager Management Information — Van den Bergh Foods / Unilever*

EDUCATION

MBA – Business Administration

Webster University, Leiden

HEAO – Business Economics

Hogeschool van Amsterdam

VWO

Alkwin Kollege, Uithoorn

LANGUAGES

Dutch — Native		English — Fluent		German — Professional Working Proficiency		Spanish — Basic
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ADDITIONAL ACTIVITIES

Treasurer — OA Resort Bonaire

Co-owner — Swop Your Stay

Owner / Manager — Frogs Hill Boutique B&B, Cape Town

Booking.com Guest Review Score: 9.8