

## CURRICULUM VITAE

### General Information:

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| Name      | : drs. Dieric Jan Elders (1964)                                            |
| Address   | : Mendelssohnlaan 7<br>NL-1901 XP Castricum<br>The Netherlands             |
| Telephone | : +31.251.673137 / +31.6.53333001                                          |
| E-mail    | : <a href="mailto:info@eldersconsultancy.nl">info@eldersconsultancy.nl</a> |
| Web       | : <a href="http://www.eldersconsultancy.nl">www.eldersconsultancy.nl</a>   |

### Education:

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| 1982-1987    | : Erasmus University Rotterdam, Department of Economic Studies, Master degree<br>: Special studies in: strategic management, change management, organizational structuring and administrative systems/internal control systems                           |
| 1987-present | : Various courses and congresses in related specialties, financing, organizational change, organizational cultures, risk management, governance, derivatives, real estate management, asset management, IT security in the boardroom                     |
| 1991-2010    | : Mindell/Schüpbach/Dworkin e.a. Process Oriented Psychology<br>: Training in individual counselling, guiding change in large groups, conflict resolution and intercultural processes.<br>: Portland (Oregon), Zürich, Copenhagen, Bratislava, Amsterdam |

### Work Experience:

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| 2001-present | : Elders Consultancy B.V.: interim management and organizational advise<br>Specialties: financial management & real-estate development & restructuring, change management<br>: Strategic studies, feasibility studies, business plans, due-diligence research, information memoranda, financing studies, restructuring companies, corporate recovery, real estate recovery, financial strategies & joint venture building, M&A, investments/ financing arrangements<br>: CFO a.i. of various commercial companies with yearly budgets up till € 150 million yearly and investment portfolio's up till € 4.5 billion and operating companies in UK, Germany, France, Belgium<br>Real Estate projects from initiative till realization (GLA 5.000 sq.m – 100.000 sq.m/Investment budgets till € 350 million, Several Hospitals, Elderly Care, Nursing Homes, Revalidation Clinics, Mental Health Care Clinics, Healthcare Campus development, Youth Care and Forensic Care |
| 1997-2001    | : Rijksmuseum Amsterdam, Managing Director<br>Ranking: one of top 5 attractions in the Netherlands, in top 10 world museum attractions with 2 million visitors annually<br>: Portfolio:<br>* Finance and budget control; 350 fte Staff<br>* Automation and Information Services<br>* Commercial Outlets/Management (i.e.. Directorate Rijksmuseum Merchandising Ltd., Rijksmuseum E-commerce Ltd., Rijksmuseum Schiphol Ltd.)<br>* Facilities Management<br>* Special Tasks: Collective Salary & Benefits Agreement negotiations with unions for Museum sector CAO The Netherlands, Administrative Organization/Internal Control maximization, reorganization & mergers, external contracting of support groups, revenue maximization, implementation of new media & development of new markets                                                                                                                                                                          |

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|           | : Responsible for all preparations and financing of major renovation building complex (€ 200 million, of which approximately € 20 million in sponsoring). Collective Tasks within the museum sector: Member of the CAO committee responsible for the development of work condition guidelines within the Dutch museum sector); Member, Advisory Commission on Systems' Transitions rental contracts musea (VROM: Ministry responsible for Housing, Urban Development and Environment) |
| 1992-1997 | : The Netherlands Theatre Institute, Managing Director (Staff 80 fte) Branch Organization guiding the merger between four arts organizations, reorganization, income generation and maximization, Director: Finance, HRM, Operations/Administration Unit/Facility Director realizing major renovations of five 17th century canal houses                                                                                                                                              |
| 1989-1991 | : The Amsterdam Summer University, Financial Manager, Start-up of international Summer University in cooperation with Universities of Amsterdam, Schools of Higher Professional Education Amsterdam                                                                                                                                                                                                                                                                                   |
| 1996-2000 | : Higher School for the Arts Utrecht, development and deliverance of post graduate courses in financial management                                                                                                                                                                                                                                                                                                                                                                    |
| 1989-1996 | : University of Utrecht, Centre for Policy & Management Development, deliverance of post graduate courses in financial, personnel & organizational management and professional fundraising in the not-for-profit sector                                                                                                                                                                                                                                                               |
| 1989-1990 | : Higher School The Hague: Professor, sector Economics & Management, Business Organization                                                                                                                                                                                                                                                                                                                                                                                            |
| 1987-1988 | : Digital Equipment Utrecht, Information Services Planner                                                                                                                                                                                                                                                                                                                                                                                                                             |

#### Board and Supervisory Positions:

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| 2026-present | : Member of the Supervisory Board of Dijklander Hospital, Hoorn/Purmerend, Staff 3.200 fte, € 360 million balance sheet, € 430 million turnover. Member of the Audit Committee, Real Estate and finance                                                                                                                                                                    |
| 2026-present | Member of the Supervisory Board of Ipse de Bruggen, Zoetermeer, disabled care, Staff 3.800 fte, € 330 million balance sheet, € 440 million turnover. Member of the Audit Committee, Real Estate and sustainability portfolio                                                                                                                                               |
| 2026-present | Member of the Supervisory Board Elderly Care SAMEN, Schagen, Staff 1.500 fte, € 100 million turnover, Incoming chairman of the Audit Committee, Real Estate and sustainability portfolio                                                                                                                                                                                   |
| 2025-present | Member of the Supervisory Board ROC Mondriaan, The Hague, Educational Institution with 28.000 students in the The Hague region, Staff 2.000 fte, € 250 million turnover, € 230 million balance sheet. Chairman of the Audit Committee                                                                                                                                      |
| 2017-2025    | Member of the Supervisory Board of ROC van Amsterdam/Flevoland, Educational Institution with 35.000 students in the MRA region (secondary vocational education). 3.750 fte. Balance sheet total € 350 million. Turnover € 450 million. Special Attention Area: Financial Committee, Real Estate, Sustainability, Merger with ROC TOP                                       |
| 2009-2017    | : Chairman of the Supervisory Board of Intermaris, Housing Corporation with 17.000 houses/apartments in Noord-Holland. Balance sheet total € 2 billion. Special Attention Area: Joint Ventures and Societal Institutions, sustainability 2010-2012 Merger between Intermaris Hoeksteen and Wherestad, chairman of Merger Committee, chairman of the Remuneration Committee |
| 2017-2023    | : Chairman of the Supervisory Board of the Olympic Stadium Amsterdam                                                                                                                                                                                                                                                                                                       |
| 1997-2016    | Member of the Supervisory Board: Amsterdam Olympic Stadium Foundation (Financial & Real estate portfolio, remuneration of staff)                                                                                                                                                                                                                                           |

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|           | Renovations Project: Amsterdam Olympic Stadium, realizing area development and office-space, Parking garage 800 cars, contracted to Pension fund Bouwinvest and an international A-Status Sport Facility                                    |
| 2012-2015 | : Member of the Supervisory Board of De Key, Housing Corporation with 35.000 houses/ apartments in Amsterdam/Zandvoort<br>Balance sheet total € 6 billion.<br>Special Attention Area: Chairman Committee Real Estate Investments & Strategy |
| 1999-2011 | : Supervisory Board, Foundation for Senior Citizens' Care, Rivierenbuurt District<br>Realization of the new facilities, real estate portfolio, merger-integration of divers organizations, remuneration                                     |
| 2004-2010 | : Chairman of Supervisory Board of ABC Management Groep BV, Real Estate advisory company restructuring, change of shareholders, market strategy and risk management                                                                         |
| 2000-2008 | : Chairman Supervisory Board, Gerrit Rietveld Academy (HBO) board<br>restructuring, new facility and renovations, Remuneration Committee, HRM                                                                                               |
| 2001-2003 | : Supervisory Board a.i. Groothandelsgebouwen N.V., Rotterdam<br>Stock Market (AEX), portfolio real estate development and renovations, real estate expert renovation 100.000 sq.m office building                                          |
| 2001      | : Board Member a.i., Gelredome N.V. (stadium, concert hall complex in Arnhem)<br>Senior Advisor in debt recovery and financial restructuring in cooperation on behalve of NUON/Vattenfall (primary investors Gelredome)                     |
| 2001      | : Board Member a.i., Professional Football Foundation Vitesse Arnhem, Vitesse Beheer Ltd. and Vitesse Ltd.<br>Board Member and Financial Restructuring on behalf of NUON/Vattenfall                                                         |
| 1997-2001 | : Treasurer, Supervisory Counsel, Netherlands-Flemish Theatre Festival Foundation                                                                                                                                                           |
| 1999-2001 | : Treasurer: Amsterdam Monument Foundation, Support process placing Amsterdam on the Unesco list of Cultural Heritage Sites                                                                                                                 |
| 1998-2000 | : Board Member: Friends of the Light Vessel Trinity House LV94 Foundation                                                                                                                                                                   |
| 1997-1998 | : Board Member: Owners' Association, Dune Residence Prinses zu Wied Castricum by the Sea                                                                                                                                                    |
| 1988-1998 | : Treasurer or Chairman of many different associations and foundations in divers activity fields.                                                                                                                                           |

#### Family Investments Funds:

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| 2016-present | : Board member of De Kaap Amsterdam C.V./ Stichting Beheer De Kaap Amsterdam. Board member of Amsterdam Energieneutraal Wonen BV, Alkmaar Energieneutraal Wonen BV, Leusden Energieneutraal Wonen BV |
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