

### Ignace Van Doorselaere

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#### Education

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- Secondary School: **Mathematics** ('Wetenschappelijke A') at Glorieux (Oostakker). Magna Cum Laude.
- University:
  - o **Conference Interpreter** (Spanish, English) at Hogeschool Gent. Magna Cum Laude.
  - o **Degree in Management** ('Post-Graduaat Bedrijfskunde') via Executive Education (*part time basis*) at Catholic University Leuven. Cum Laude.
  - o **MBA** (2 year, full-time) at The Wharton School, University of Pennsylvania. Major in Entrepreneurial Management and Finance.

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#### Business Experience

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- **3M** : Marketing Coordinator, surgical division. Jan '83 – March '84
  
- **Puratos** : Marketing Manager Europe, bakery division. April '84 – Aug '87

Puratos is a family owned business and world leader in premium bakery ingredients.
  
- **Interrupted career**: MBA at the Wharton School Aug '87 – June '89
  
- **The Boston Consulting Group**: Associate Consultant , Paris office Sept '89 – Oct '90
  
- **AB-Inbev** Oct '90 – Dec '02
  - o **Head of M&A and Corporate Strategy** Oct '90 – May '96

- Simplified Strategic Planning Process, helping to create a paradigm on value creation in beer (*'the World's local Brewer'*), which was at the outset of the consolidation program ever after.
  - Led and negotiated divestment of non-core assets; Coca-Cola bottling, Italian beer, non-core assets of John Labatt's.
  - Led and negotiated acquisition program between '93 and '96; Croatia, Rumania, Bulgaria, Holland, John Labatt's (*2,7b\$ takeover*).
  
- **Managing Director of Inbev Holland** **June '96 – April '99**
  - Merger of 2 units; reduced overhead from 1.500 to 1.200 FTEs.
  - Market share growth, based on customer satisfaction and brand choices. Increase in employee satisfaction.
  - Sustainable annual ebit-growth of 8% over 3 years in a declining market.
  
- **Executive Vice President Western Europe** **May '99 – Dec' 02**  
*(Member of the Executive Committee)*
  - Leading full profit-unit (*commercial, industrial, administrative*), totaling 9.000 people and 330m € ebit.
  - Turned decline top-line growth into real top line growth and annual ebit-growth of 10% during 3 consecutive years.
  - Introduced culture of 'performance ethics'.
  - Growth drivers were a combination of brand management, customer centricity, innovation, cost reduction (*reinvesting in growth*), innovation.
  
- **Founder of 4F ([www.4-f.be](http://www.4-f.be))** **Early '03**

4F preaches and practices 'growth culture' (= always better in the interest of others) in both profit and non-profit situations. 4F does so by executive mandates, Board seats (as investor only) and

publications (books, columns, speeches). 4F is convinced that strong leadership and good management create a better world.

○ **CEO Van de Velde** ([www.vandevelde.eu](http://www.vandevelde.eu))

Stock-listed, family-controlled niche player in female lingerie with turnover of 210m€, ebitda of 60m€ and market cap of about 800m€.

- Board Member *May '03 – Dec '16*
- CEO *March '04 – Dec '16*

- Quadrupled shareholder value. Download presentation: '[the last 12 years](#)'
- Doubled turnover (*mainly driven via organic growth*) and ebitda in a declining market.

○ **CEO Neuhaus** ([www.neuhauschocolate.com](http://www.neuhauschocolate.com)) *Jan '17 – today*

- Cumulative organic top line growth of 30% over last 5 years in spite of Covid.
- Cumulative Ebitda growth of 38% over last 5 years in spite of massive investments in people, systems, brand, channel development.

- **Board Member Patinvest (shareholder holding company to Inbev families)** *since '12*
- **Board Member Kinapolis ([www.kinapolis.com](http://www.kinapolis.com))** *since '17*
- **Minority shareholder and President of the Board Sibomat ([www.sibomat.be](http://www.sibomat.be))** *since '17*
- **Minority shareholder and Board Member Hotelspeaker ([www.hotelspeaker.com](http://www.hotelspeaker.com))** *since '18*
- **Minority shareholder and Board Member Golazo ([www.golazo.com](http://www.golazo.com))** *since '20*
- **Advisory Member and prospective shareholder of Mr. Mallo and Patroba.** *since '22*

- **Author of Books**, expressing the philosophy of 4F in non-fiction and fiction;
  - *'Ethisch Groeien'* ('03)
  - *'En jij, waar vecht jij voor?'* ('10)
  - *'En jij, heb jij (nog) goesting?'* ('11)
  - *'Always Think Attack'* ('12)
  - *'De Toren van Tsjevezele'* ('16)
  - *'De Weg naar Oneindig'* ('19)
  - *'De Essentie'* ('22)
  
- **Regular economic & society related opinion writer in Belgian press**  
 (*'De Tijd'*, *'Trends'*, *'Knack'*, *'De Standaard'*, *'De Morgen'*)
  
- **Public speaker** at various conferences.
  
- **Founder of 'One Child One Dream'** [www.onechildonedream.be](http://www.onechildonedream.be) **since 2003**  
 Non-profit fund, applying management techniques to non-profit organizations,  
 focused on helping disadvantaged children
  
- **Former Member of:**
  - **President of Economic Circle (Koning Boudewijnstichting)**, focusing on the values required in society to build strong economies. Led to publication 'We Need AIR'.
  - **Voka**: Board Member of Flemish Employer Association. Led content of 2 national congresses.
  - **Board of NFTE (National Foundation for Teaching Entrepreneurship)**
  - **Board of Club Brugge (football)**. Resigned after disagreeing with takeover by current owner.
  - **Investment Committee of Trividend (social economy) and Venture Philanthropy Fund (KBS)**

## **Spare time**

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- Father to a son and daughter; grandfather to a granddaughter
- Krav Maga (*martial arts*)
- Movies and all kinds of storytelling
- Simple cooking

## **Languages**

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- Dutch: native
- English: fluent
- French: fluent
- Spanish: fluent
- German: basic
- Italian: notions