

Arun SADHASHIVAN B-Tech, MBA Finance

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Dutch citizen

FINANCE DIRECTOR & CONTROLLER

With Background in FP&A, Business and Financial Control, Corporate Finance, Accounting & Operations

Worked in finance and tech in companies of all sizes in high-tech industries (Here Technologies, Liberty Global, Capgemini). Roles included Finance Director, Program/Business/Group Controller, Managing Consultant, Senior Manager. Former Co-founder/CFO of tech start-up at YesDelft (TU Delft incubator).

Expertise in business control, FP&A, M&A, finance transformation, systems implementation across multiple industries, including consumer electronics, software products (SaaS, on-prem), telecom and automotive (geospatial). Tech experience as Software developer, consultant, product manager.

Hold an MBA in Finance from RSM Erasmus University and a B-Tech in Chemical Engineering from IIT Varanasi
Fluent in Dutch and English.

FP&A, Control

P&L Control

Revenue Control & Recognition (IFRS 15)

Capex & Opex Control

Financial Partnering with CPOs, CTOs, MDs & VPs

Budgeting, Long-range planning,

Scenario planning, business cases

Contract Negotiations & Pricing

Financial Operations

Financial Systems Support (ERP, BI, data lake)

Accounting (US GAAP, IFRS), Audit

Internal Control setup, SSC setup, Sys impl.

Assessing 'Build or Buy' and Outsourcing Decisions

Corporate Finance

M&As and Carve-outs, Transaction advisory

Fund raising

PROFESSIONAL EXPERIENCE

Own projects

04/2023-Date

- Interim Controller at **PALGA** (e-health foundation): Day to day financial control and accounting in AFAS, prepared 2025 budget, year-end close, audit support, annual report, board presentations and setup new planning & control cycle with processes, systems and reports.
- Support for Fundraising: Prepared financial plan and model for **Luxisens**: a medical device startup
- First angel investment in a Dutch 'mobility as a service' startup – **Automicle**. Exit to NammaYatri

FINANCE DIRECTOR FP&A and Control

10/2019-03/2023

Here Technologies – *Provider of bundles of map content, geospatial software and location services to automotive and increasingly non-automotive customers. SaaS and on-premises versions*

Finance Director for the Product and Technology teams, P&L responsible for all the products, and led team of 2 direct reports (senior controller and director), with support from an extended team (Sales Finance, Cost Control, Accounting). Focused on FP&A, Control, Corp Dev (incl. M&A) and set up Financial Systems around revenue. Reported to CFO, FP&A VP and Control VP.

- Acted as a Financial Partner of the CPTO (Chief Product & Technology Officer) and the Exec team
- FP&A: Managed corporate-level annual budgets, long-term plans, 18 month rolling forecast
- Control: Worked on revenue control and recognition, and approved all significant quotes to customers as sole finance support to the Deal Desk; also, coordinated cost control with extended cost control and corporate finance team. Supported treasury and tax on monthly and quarterly topics.
- Corp Dev (incl. M&A): Worked on M&A projects, JVs and strategic partnerships.
- Financial Systems: Manage the set-up of Hyperion, Qlik, Tableau and PeopleSoft.
- Solid relations with accounting, sales finance, product management, licensing and business operation

Select projects:

- Coordinated **the set-up of customer deal-level P&L analysis and deal summary reporting**, 2019-'23
- Set up **segment product reporting** in Hyperion– monthly, quarterly and annual reporting to the leadership team and shareholders, providing P&L information and multi-year forecasts at segment-level; this gives shareholders and potential investors better understanding of Here's business
- Planned, allocated and tracked **multi-year investments in product** – development, product and GTM partnerships (over €1Bn Euros annual) 2019-'23
- Set up and worked on **3 divestments to prune products**; After preparing documentation, analyses and discussions with potential buyers, recommended not to proceed with the divestments, 2019-'21
- Coordinated **the set up financial systems (Hyperion) product P&Ls, dashboards (Qlik, Tableau, Salesforce)**, as well as data cleanups, revenue and cost allocation processes (Peoplesoft); this involved guiding a Financial Systems team and supplier (Wipro), 2019-'23
- Participated in **the sale processes to set up a JV in India**, working with Corporate Development, Deloitte and Axis Capital; this involved preparing carve-out financials and pitch decks, 2021-'22

- Participated in **a JV renegotiation in China**, 2022
- Led **the set-up of a Product Council to guide cross-product investments** (6 Product VPs and the Chief Product Technology Officer), 2022-'23
- Participated in **the set up a Revenue Ops team** to drive actions to grow revenue, primarily in the area of software sales, 2022-'23

SENIOR MANAGER FP&A and GROUP CONTROL

2015-2019

Liberty Global – Cable network company owning subsidiaries like Sunrise, Ziggo, and VirginMedia

Supported MDs and their VPs on strategy, decision-making, control, accounting (US GAAP) and presented progress reports to Exec. Management. P&L and Capex responsibility.

- **Program Controller for all controlling activities for the Giganet network expansion acceleration project (10 countries, €600m-€1Bn investment p.a.)**; this involved coordinating (as Senior E2E Controller) the work of a team of senior controllers from budgeting, and long-range planning to set-up, consolidation and reporting; project resulted in millions of homes being connected with Fiberoptic cable to the Liberty Global network; controlled €3.5Bn invested over a 3-year period (2016-'18).
- **Guided the development of tooling in Hyperion planning and HFM. Reports using Excel + VBA**
- **As Senior Business Controller of the Core Networks Dept.**, directly controlled Opex spend (€50m p.a.) and the Capex spend (€70m p.a.), which involved controlling the spend on new networking equipment, maintenance activities, lifecycle investments, the building of new data centers and central managed programs **Group Controller** of core network spend in affiliate companies **in 10 countries**
- **Program Controller to roll out GIS system in 10 countries** (€6m spend p.a., €13m cumulative); Implementation of GE Smallworld system; Introduced a new supplier – Cyient – to build and run SSC in India to prepare network designs, and documentation to obtain construction permits from local authorities and easements from homeowners. 1 million+ designs produced (before I left company)

CO-FOUNDER

2012-2015

Holland Haptics – consumer electronics start-up incubated at the YesDelft incubator; team of 7

Incorporated company, performed all finance, tax compliance, statutory filings, legal work and bookkeeping (in Exact Online).

Fundraising through crowdfunding and angel investors

Designed PCB based on a Nordic Semiconductor chip. First batch delivery with local PCB manufacturer

MANAGING CONSULTANT, FINANCE TRANSFORMATION

2006-2012

Capgemini Consulting

Provided transactional advisory support to Philips. Also, participated in finance transformation projects for other clients.

- Closed **8 M&A transactions for Philips as part of their M&A and divestment team**, which involved approaching buyers, preparing information memoranda, teasers, data rooms and executing sell side due diligence, analysing bids, proposing final bidders, guiding transaction documentation, executing disentanglement of the business (people, processes, systems, assets etc.), and supporting deal closing

Other client projects: business cases for client initiatives, guide outsourcing, set up financial and marketing shared service center (designing processes and org setup) (Clients ABN Amro, Leaseplan)

OTHER EXPERIENCE

Roles: chemical process engineer, factory automation engineer, site engineer, software developer, product manager, pricing manager, service representative in India, UK, Ireland, Qatar and the Netherlands.

Industries: oil & gas, petrochemicals, pharmaceuticals, telecom, healthcare and utilities

Clients: Emerson Process, Basell, Qatargas, CGI, Philips Healthcare, KLM Health, Debitel

EDUCATION

MBA Finance

Rotterdam School of Management, Erasmus University, Rotterdam (Electives: Asset Management and M&A)

B-Tech Chemical Engineering

Indian Institute of Technology (IIT) Varanasi, India (Electives: Biotechnology and Environmental technology.)