

N.V. GEBE

Results Interview and Assessment CEO and CFO

*Strictly Private
& Confidential*

*Reference:
SM/C- 16887*

24 August 2016



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Mr. Roy Marlin
Chairman Supervisory Board
N.V. GEBE
St. Maarten

24 August 2016

Reference: SM/C-16887

Dear Mr. Marlin,

We hereby submit our final report with the results of the interview and assessment of each of the two candidates for the CEO and CFO functions within the Managing Board of N.V. GEBE.

Kind regards,

Ruben W. Goedhoop
Director Advisory

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N.V. GEBE CEO and CFO

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Approach



PwC performed the following activities:

- Conducted an interview with each candidate (8 Aug 2016)
- Conducted an online assessment with each candidate (12 Aug 2016)
- Discussed assessment results with each candidate for approval (18 Aug 2016)

- Formulated a report which includes:
 - A short summary of the interview including our conclusion regarding to what extent the candidate complies with the job profile (provided by N.V. GEBE)
 - Assessment results.

Approach

Scope

- PwC was not part of the initial recruitment and selection process.
- PwC was requested by the Supervisory Board to interview and assess the two candidates for the functions CEO and CFO.
- PwC only advised the Supervisory Board on the extent these candidates comply with the job profile of CEO and CFO, based on the candidate's resume, the interview and the online assessment. The decision regarding the appointment of the candidates is the responsibility of the Supervisory Board/Shareholder.
- The verification of references provided by applicants is outside the scope of this report.
- The verification of diploma's provided by applicants is outside the scope of this report.
- Assistance related to other matters, among which validation, ranking and remuneration of the position are not included in the scope of this project.
- The negotiations with the candidates on the contract and the salary and associated benefits are outside the scope of this project.
- PwC provides no guarantees nor does PwC assumes any responsibility for the actual functioning and performance of the selected candidates.



CEO / President Managing Board

PwC has received the resume of the candidate Mr. Chittick from N.V. GEBE and conducted an interview with the candidate.

The interview took place on August 8th, 2016. A brief summary of the interview is given on the following pages.

The assessment was conducted on August 12th, 2016. During the elaboration meeting on August 18th, 2016 Mr. Chittick gave his approval for the release of the assessment results.



CEO – Short summary of the interview

1

Introduction, background and motive

Mr. Chittick indicated that he has been working for 18 years at N.V. GEBE in the power plant. He has recently been promoted to Production Manager (since January 2016). His ambition has always been to become the CEO of N.V. GEBE. Although the opportunity presented itself earlier than expected, he is ready to accept the challenge. He also explained that he applied for the function of COO in 2014 but did not qualify for the position. Mr. Chittick has a technical background and has always worked in the production unit of N.V. GEBE.

2

Vision for N.V. GEBE

Mr. Chittick indicated that he sees the long-term vision for N.V. GEBE in the renewable and sustainable energy. If N.V. GEBE can handle this operation then it should reside under N.V. GEBE's control. This he will achieve in a collaboration efforts with the COO and CFO. Taking into consideration the financing aspect of this long-term vision. On the short-term, he indicated that financial recovery and increase of employee morale are important.

3

Main assets for this function?

According to Mr. Chittick his main assets for this particular function are:

1. The extensive technological knowledge that he has of N.V. GEBE;
2. In-depth understanding of the N.V. GEBE organization;
3. To be a team player; and
4. The ability to get along with everyone (“easy going”).

CEO – Short summary of the interview

4

Your main pitfalls/challenges for this function?

According to Mr. Chittick his main pitfalls/challenges for this particular function are:

1. Not being financially savvy
2. Lack of experience with Internal Audit
3. Public speaking
4. Self-critical

5

Your main challenges for this function?

When asked what he sees as the main challenges, Mr. Chittick states the following:

1. N.V. GEBE needs to investment in new equipment for the power plant.
2. Come up with a mechanism to increase employee morale.

6

What would you do differently?

Mr. Chittick indicated that he would listen more to the employees to get their input. He believes that the employees have knowledge that can be used by the Managing Board.

CEO – Short summary of the interview

7

Collaboration
within the
Managing Board

Mr. Chittick indicated that all three will be new in the Managing Board positions. Therefore, a collaboration based on trust is important. Furthermore he indicated that they should work based on the strengths of each person.

Corporate governance rules should be followed according to Mr. Chittick without losing focus of the interests of N.V. GEBE.

8

Environment
N.V. GEBE
operates

N.V. GEBE operates in an environment with different stakeholders. He is aware of the political environment. In this regard he states that he will present reports and figures to indicate the impact of the decisions and to let Government know what the consequences are for certain decision that they want to take.

Communication with the Supervisory Board is important and the collaboration has to be in a professional manner and to have every decision in writing.

9

What about the
Internal Audit
department?

Mr. Chittick is aware that the Internal Audit department will be residing under the CEO function. He indicated that this would be a development point for him as he has no experience with internal audit.

CEO – Position requirements (Job description)

	Position requirements	Resume	Interview
1	Has a university or college education	<ul style="list-style-type: none"> • Bachelor's degree Mechanical Engineering • Several courses 	N/A
2	Has gained management experience at Board Management level in medium- to large-sized organizations.	No work experience in related function	Elaborated on his career path within N.V. GEBE where he holds management positions.
3	Maintains his knowledge and expertise up-to-date	Completed several courses	Elaborated on his background and courses
4	Shows leadership amongst others in public appearances, during negotiations and when presiding meetings;	Experience in leadership as Chief Operation for 16 years.	Discussed his latest interview regarding equipment
5	Is a team builder and able to develop the Managing Board; into an effective team	<ul style="list-style-type: none"> • Experience within JCI as President 	He claims to be a team builder and stated to importance of involving different employees.
6	Has the ability to bridge differences of opinions and building harmonious relations	N/A	Indicated that collaboration within the Managing Board is important.
7	develops a clear vision and is able to transmit this vision into the organization;	N/A	Was discussed during the interview with regards to the vision for N.V. GEBE.
8	has the ability to think, and to formulate objectives at a strategic level;	Course in strategic planning	During the interview Mr. Chittick had difficulty formulating steps to be taken to reach the vision (#7)
9	has a sound grasp of problems of a commercial, financial, organizational and social nature	Course in Finance & Accounting, Performance Appraisal	Indicated that he needs support with financial aspects.
10	has high level of integrity and proven record of keeping up good governance;	N/A	He is aware of the Corporate Governance Code and the importance to adhere to it.
11	has the experience and ability to harmonize differences in opinion into a consistent outward identity and external communications.	N/A	Indicated that collaboration within the Managing Board is important.

CEO - Results from resume and interview

Areas for development

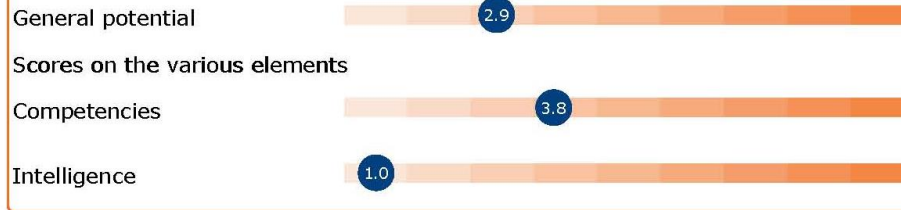


Based on the results of the resume and interview the following areas for development are summarized below:

- Internal audit
- Strategic thinking
- Finance
- Public speaking

CEO – Assessment results

Overall picture for the selected competency profile: President Managing Board CEO



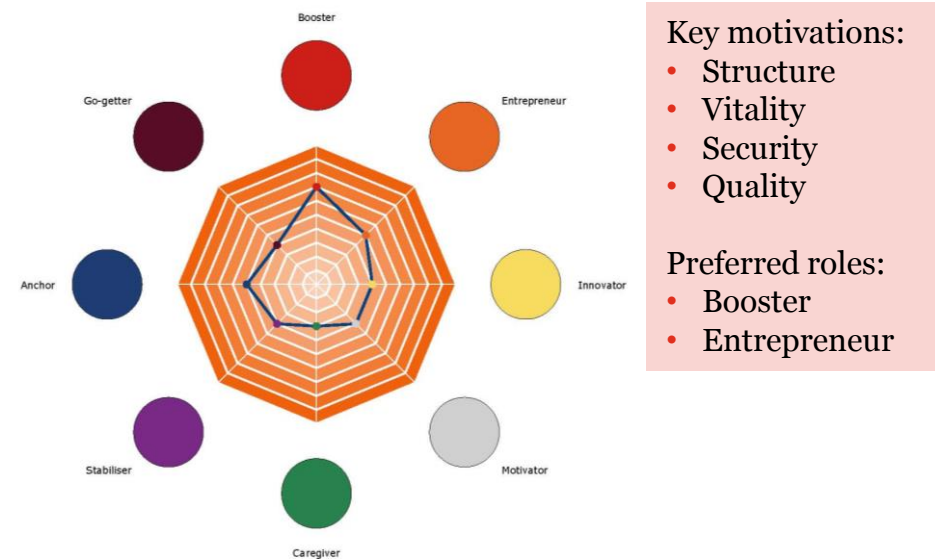
Mr. Chittick's potential for the chosen competency profile is slightly below average.

Mr. Chittick's strongest and weakest competencies together with their corresponding interpretation/context are listed below:

Strongest competencies	Weakest competencies
<p><i>Result-oriented</i> Being focused on achieving objectives and results, persevering in the face of adversity.</p>	<p><i>Social skills</i> Being able to successfully establish contact with others.</p>
<p><i>Decisiveness</i> Independently making decisions and sticking to them; having the courage to make firm decisions.</p>	<p><i>Creativity</i> Providing original solutions to problems. Coming up with new work methods and alternative angles.</p>
	<p><i>Drive</i> Passion</p>

Mr. Chittick has a very low score on the intelligence test*. This means that she will have great difficulty processing new information, solving complex problems and identifying connections.

The results of the motivations test give a good indication of what motivates Mr. Chittick in his work and which targets he strives for. To a certain extent, motivations determine the environment in which Mr. Chittick feels comfortable and the way in which he works together with others.



* Mr. Chittick was assessed at an academic level (according to job profile) while he has a Bachelor's degree.

CFO

PwC has received the resume of the candidate from N.V. GEBE, namely Mrs. Arrindell and conducted an interview with the candidate.

The interview took place on August 8th, 2016. A brief summary of the interview is given in the following pages.

The assessment was conducted on August 12th, 2016. During the elaboration meeting on August 18th, 2016 Mrs. Arrindell gave her approval for the release of the assessment results.



CFO - Short summary of the interview

1

Introduction, background and motive

Mrs. Arrindell indicates that she has been working for N.V. GEBE for more than 26 years and she have had the opportunity to be part of many different departments and projects.

She is convinced that she possess the required talent and skills to fulfill this function, since she has already proven that over the years. According to her, the function of CFO provides the opportunity to help the company to overcome the current complicated situation.

2

Main assets for this function?

According to Mrs. Arrindell, her main assets for this particular function are:

1. The knowledge that she has about the company's issues;
2. The respect she conquered from her colleagues and other employees;
3. Her extensive network, both inside N.V. GEBE, as well as outside the company; and
4. Her capacity to establish a trusted communication with employees and Union.

3

Your Main pitfalls/challenges for this function?

According to Mrs. Arrindell, her main pitfalls/challenges for this particular function are:

1. She will need to learn to delegate more;
2. Her strong personality; and
3. The need to make things happen by her colleagues.

CFO - Short summary of the interview

4

Your main challenges for this function?

When asked what she sees as the main challenges, if she should fulfil this function, Mrs. Arrindell states the following:

1. Vision & Mission

She stated that the company's vision and mission are not communicated with GEBE's people. This would require special attention in order to recover morale levels within the company.

2. Performance evaluation system

According to Mrs. Arrindell, the current performance evaluation system does not provide the best results to the employees and this is a factor for the low morale level. She believes that the new CFO needs to work with a proper HR Manager to change this system and get support from the employees. Furthermore, she stated that handbook and policies need to be in place.

3. Take unpopular decisions

Mrs. Arrindell stated that the company has been facing critical moments in financial, morale and operational matters. Therefore, it will require specific and precise unpopular decisions to bring the company back on track. She believes that she is prepared to take these decisions even though she is an active member of the employees' social club.

5

What is your long-term vision for N.V. GEBE? How will you achieve this?

According to Mrs. Arrindell, the company needs to focus on three main subjects:

1. Improve the relationship with its customers

There is a distance between the company and its customers' interests; the company needs to get closer to its clients by improving the dialog and implementing client based policies.

2. Develop clean energy projects

The Government has recommended the development of clean energy projects and Mrs. Arrindell believes that the company need to be the driver of the implementation. According to her, all clean energy projects, including the waste to energy project, should be under the N.V. GEBE responsibility.

3. Create new sources of revenues

The company has been facing a complicated financial situation due to the drop in the revenues and the increase in the operating expenses. Mrs. Arrindell states that, in addition to the improvements to keep operating expenses under control, the company needs to invest in different sources of revenues. She used the bottled water market as example.

CFO - Short summary of the interview

6

Background at the Union and Employees Association

Mrs. Arrindell has a relevant background at the Union and Employees Association. At the same time, the company faces a complicated financial moment and unpopular measures are necessary. She has been asked again about taking unpopular decisions, some against her colleagues' interests.

According to Mrs. Arrindell, she has been driving her career to deliver what is the best for N.V. GEBE. During these years, she took unpopular decisions despite the conflicts with her position as employees' leader.

Mrs. Arrindell states that she is prepared for the position, fully understand the company's situation and will do whatever is necessary to bring the company back on track again.

CFO – Results from resume and interview

	Position requirements	Resume	Interview
1	Has a university or college education	<ul style="list-style-type: none"> BSc. Accounting Middle Mgmt. Course 	N/A
2	Has gained management experience at Board Management level in medium- to large-sized organizations	<p>Has not fulfilled strategic position at the N.V. GEBE.</p> <p>Limited strategic work experience with other organizations and activities.</p> <p>However , is currently working at the N.V. GEBE and has worked within multiple departments within the Financial Directorate</p>	Elaborated on her career path within N.V. GEBE
3	Maintains his knowledge and expertise up-to-date	<p>American Management Association Course Strategic Planning, Planning & managing Organizational change, Technical project management and Essentials of Budgeting.</p> <p>SAP Course: Financial Management Accounting/reporting, Project system, Plant maintenance</p>	Elaborated on her background and courses.
4	Is effective in delegating tasks and monitoring performance	N/A	According to Mrs. Arrindell, delegation will be one of her personal challenges to take over the position.
5	Is a team player and works together with the other member(s) of the Managing Board in jointly developing an effective Managing Board	N/A	<p>She has worked within several N.V. GEBE departments being either manager or part of the team.</p> <p>Mrs. Arrindell's active experience within social entities presents her team player profile.</p>

CFO – Results from resume and interview

	Position requirements	Resume	Interview
6	Is particularly skillful in creating a framework of support for innovations in the N.V. GEBE organization	N/A	Despite some comments regarding the necessity of innovation within the company, Mrs. Arrindell did not mention any specific initiative.
7	Has the ability to think, and to formulate financial, commercial, HR- and IT-related objectives at a strategic level; is able to translate these objectives into concrete programs	One of the team members for implementing SAP in GEBE Team Leader (key user) for the financial area which includes General Ledger, Accounts payable, Banks & fixed Assets Played an important role with the integration of the other SAP components for a smooth flow of operations. Currently Commercial Manager.	Mrs. Arrindell has been part of the financial team and IT projects, such as the SAP implementation. However, no further strategic experience has been identified.
8	Develops a clear vision and is able to transmit this vision into the organization	N/A	Was discussed during the interview with regards to the vision for N.V. GEBE
9	Has a sound grasp of problems of a technical, commercial, financial, organizational and social nature and their interrelationships	<ul style="list-style-type: none"> • Current Commercial Manager at N.V. GEBE. • Worked in the General Ledger department and was Department Head of Accounting. • Team member of the SAP implementation project. • Was active in the union 	Mrs. Arrindell has been working for N.V. GEBE for 26 years and has a sound grasp of company's problems. Her comprehension regarding the problem has been maximized by the experience at the Union and dialog with the employees.
10	has high level of integrity and proven record of keeping up good governance	N/A	She is aware of the Corporate Governance Code and the importance to adhere to it.

CFO - Results from resume and interview

Areas for development

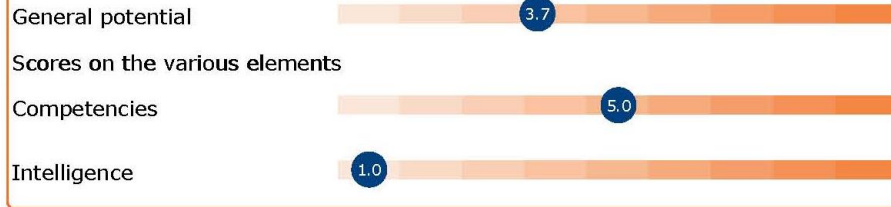


Based on the results of the resume and interview the following areas for development are summarized below:

- Delegating
- Strategic thinking

CFO – Assessment results

Overall picture for the selected competency profile: Chief Financial Officer/ CFO



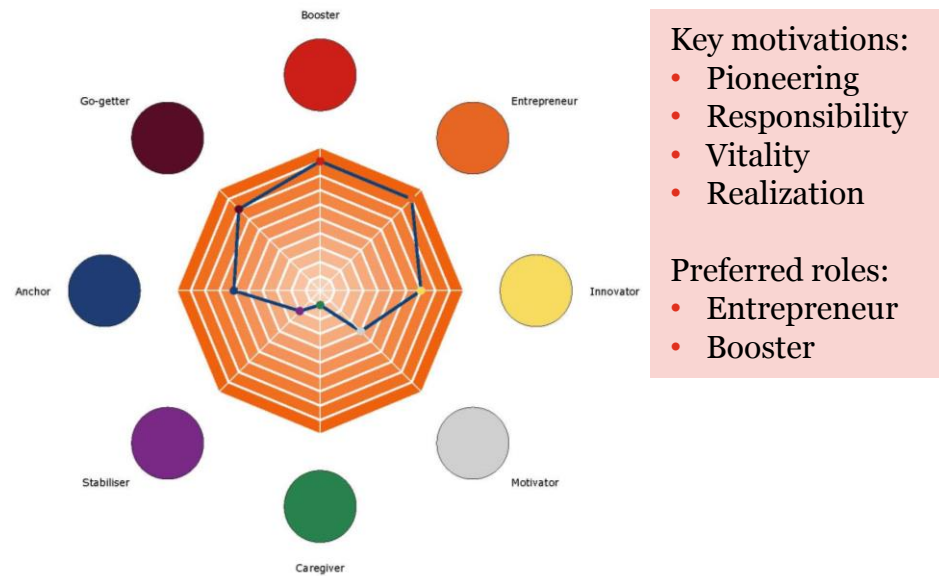
Mrs. Arrindell has an average potential for the chosen competency profile.

Mrs. Arrindell's strongest and weakest competencies together with their corresponding interpretation/context are listed below:

Strongest competencies	Weakest competencies
Directing Directing others, taking charge.	Analyzing and forming opinions Being focused on examining matters in a systematic way.
Personal Development Being aware of one's own strengths and weaknesses: consciously working on personal development.	Analyzing people's motivation Finding out other people's perspectives.
Result-oriented Being focused on achieving objectives and results, persevering in the face of adversity.	Integrity Complying with generally accepted standards in activities related to the position. Adherence to agreements.

Mrs. Arrindell has a very low score on the intelligence test*. This means that she will have great difficulty processing new information, solving complex problems and identifying connections.

The results of the motivations test give a good indication of what motivates Mrs. Arrindell in her work and which targets she strives for. To a certain extent, motivations determine the environment in which Mrs. Arrindell feels comfortable and the way in which she works together with others.



* Mrs. Arrindell was assessed at an academic level (according to job profile) while she has a Bachelor's degree.

Overview areas for development

CEO and CFO

An overview of the main areas for development (results from resumes, interviews and assessment) is formulated below per candidate.

Mr. Chittick

- Internal audit
Basic principles of internal audit and Enterprise Risk Management (ERM).
- Strategic thinking
Ability to formulate long-term vision and translate this into strategic objectives taking into account all areas of the organization.
- Finance
Basic financial management for non-finance professionals
- Public speaking
- Social skills
Being able to successfully establish contact with others.
- Creativity (providing original solutions to problems)
Providing original solutions to problems. Coming up with new work methods and alternative angles.
- Drive
Passion

Mrs. Arrindell

- Strategic thinking
Ability to formulate long-term vision and translate this into strategic objectives.
- Delegating
The ability to diagnose the right situation to assign the right job to the right person.
- Analyzing and forming opinions
Being focused on examining matters in a systematic way.
- Analyzing people's motivation
Finding out other people's perspectives
- Integrity
Complying with generally accepted standards in activities related to the position. Adherence to agreements.

Overall conclusion

Based on the resumes, interviews and assessment results, we conclude that in the current situation neither of the two candidates are capable to fulfill the functions of respectively CEO and CFO to its full capacity.

The candidates can potentially develop their capabilities and further grow in their respective functions, if proper time, resources and support (internal and external) is provided to them.

Both candidates have indicated that they are aware of their current situation and that they are committed to work on their personal development.



Next steps

We recommend the following next steps:

1. Make a decision whether or not to continue with the candidates.
2. If decided to continue, formalize decision (e.g. labor agreement).
3. Formulate “First 100 days Plan” for each candidate.
4. Formulate “Personal Development Plan” for each candidate.

First 100-days plan

- The first 100 days of a new CEO and C-level executives are crucial to the candidate’s performance.
- For the candidate it provides structure, clarity and goals/targets.
- For the Supervisory Board it can be used as a monitoring tool.
- Therefore, it should be formulated with input by the candidate as well as the Supervisory Board.

Personal Development Plan

- The personal development plan should include the areas of development (see slide 21) and should focus on content as well as skills.
- The development process is a combination of:
 - Formal courses
 - Training
 - On the job training/coaching
 - One –on –one coaching

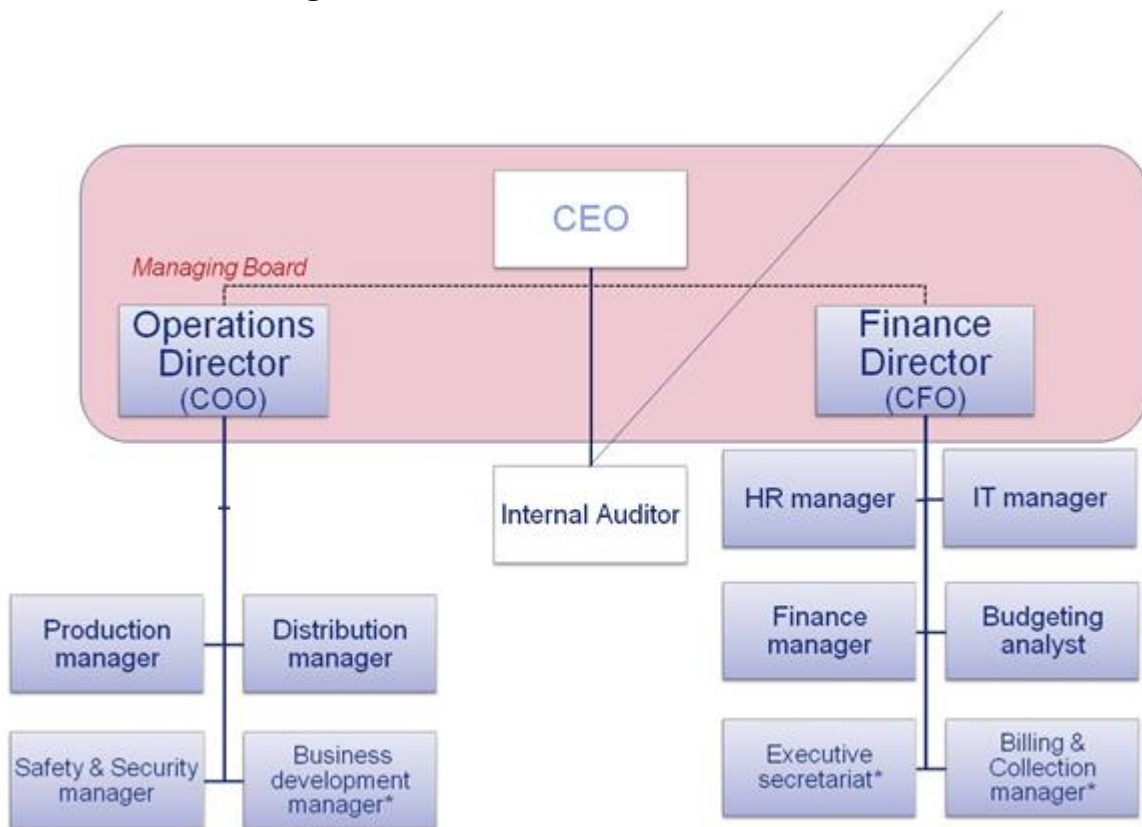
Appendices

- Documentation received by the Supervisory Board
 - Job description of the Managing Board (CEO, CFO and COO)
 - Resume of Mr. Chittick
 - Resume and application letter of Mrs. Arrindell

N. V. GEBE Job description – President Managing Board

Function: President

1. Position in the organization



1.1 The President is the chairman of the Managing Board.

1.2 The President represents N.V. GEBE in external affairs in conformity with the Articles of Association (the “Articles”) and the Managing Board Regulations.

2. General duties

2.1 The President is responsible for the general running, good governance and management of N.V. GEBE in conformity with the Articles and the Managing Board Regulations.

2.2 The President is responsible for the long-term planning of all activities of N.V. GEBE.

2.3 The President is responsible for the Managing Board to stipulate the basic policy of N.V. GEBE and for the Managing Board to take the ultimate responsibility for translating this policy into operational action.

2.4 The President is responsible for a consistent outward identity of N.V. GEBE.

3. Management duties

It is the duty of the President:

- 3.1 to preside the meetings of the Managing Board;
- 3.2 to have the Managing Board define the short-term and long-term objectives of N.V. GEBE;
- 3.3 to have the Managing Board draw up the business plan containing plans and programs for the realization of the objectives set;
- 3.4 to have the Managing Board carry out the business plan;
- 3.5 to have the Managing Board maintain contacts with the Supervisory Board and the General Meeting of Shareholders, in conformity with the Articles, the Managing Board Regulations and the Corporate Governance Code;
- 3.6 to directly supervise the Internal Auditor and to have the Internal Auditor provide timely, complete and correct audit reports, analyses, appraisals, recommendations, counsel, and information concerning activities reviewed to promote effective control;
- 3.7 to see to good functioning and proceedings of Internal Auditor activities according to the Internal Auditing Charter;
- 3.8 to see to an adequate internal organization for Internal Auditing activities, now and in the future;
- 3.9 to see to adequate staffing for the Internal Auditing activities, including the hiring, appointing, promoting and/or firing of employees, now and in the future;
- 3.10 to see to a good governance structure and proceedings according to the Articles, the Managing Board Regulations, the Corporate Governance Code and in compliance with legislation;
- 3.11 to maintain contact with important external relations of N.V. GEBE.

4. Function requirements

The President of the Managing Board meets at least the following function requirements:

Training and experience

- 4.1 has a university or college education;
- 4.2 has gained management experience at Board Management level in medium- to large-sized organizations.
- 4.3 maintains his knowledge and expertise up-to-date;

Skills and Competencies

- 4.4 Shows leadership amongst others in public appearances, during negotiations and when presiding meetings;
- 4.5 Is a team builder and able to develop the Managing Board; into an effective team
- 4.6 Has the ability to bridge differences of opinions and building harmonious relations;
- 4.7 develops a clear vision and is able to transmit this vision into the organization;

- 4.8 has the ability to think, and to formulate objectives at a strategic level;
- 4.9 has a sound grasp of problems of a commercial, financial, organizational and social nature;
- 4.10 has high level of integrity and proven record of keeping up good governance;
- 4.11 has the experience and ability to harmonize differences in opinion into a consistent outward identity and external communications.

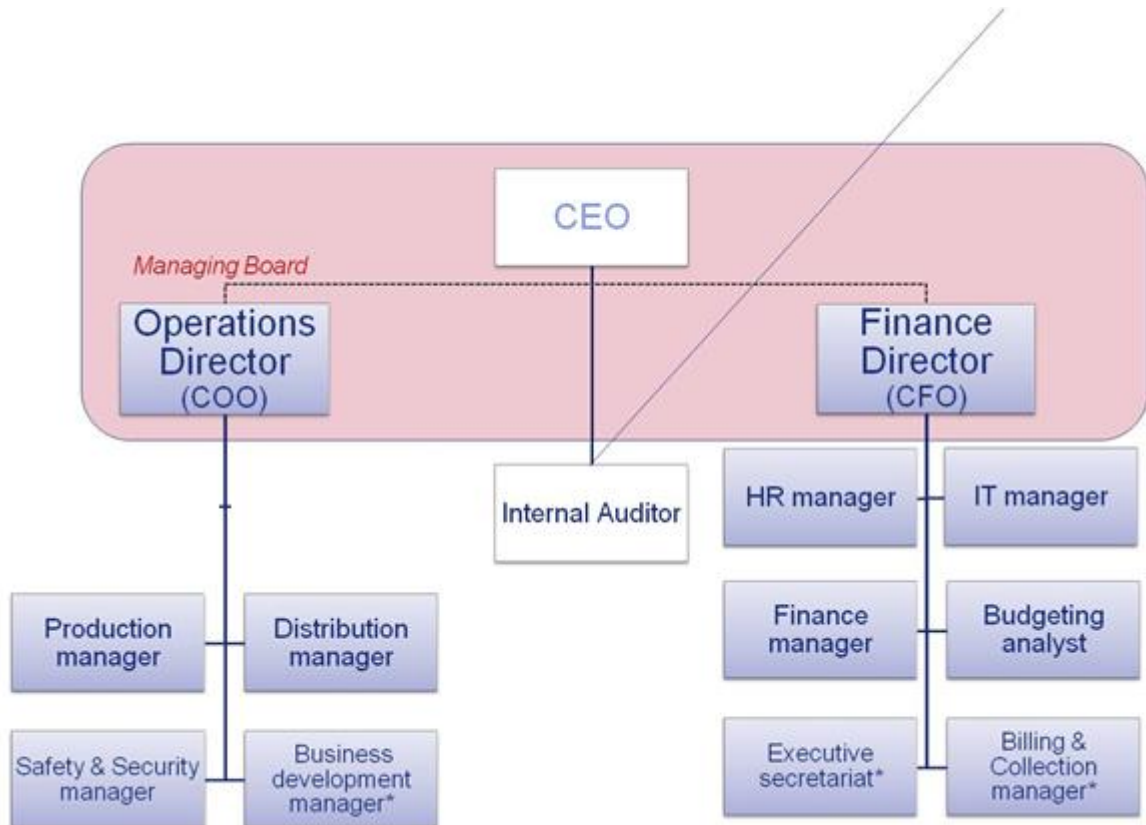
5. Reporting

The President shall report to the Supervisory Board and the General Shareholder's Meeting. The President maintains contact with the Supervisory Board and the General Meeting of Shareholders in conformity with the Articles of Articles, the Managing Board Regulations and the Corporate Governance Code.

N.V. GEBE - Job description CFO

Function: Chief Financial Officer ("CFO")

1. Position in the organization



- 1.1 The CFO is member of the Managing Board;
- 1.2 The CFO directly supervises the Human Resources manager, the Information Technology manager, the Finance manager, the Budgeting analyst, the Executive Secretariat and the Billing & Collection manager;
- 1.3 The CFO represents N.V. GEBE in external affairs jointly with the President (if the President is not acting alone), in conformity with the Managing Board Regulations and Articles.

2. General duties

- 2.1 The CFO is responsible for the general running, management and controlling of all departments within N.V. GEBE reporting to him. He is also responsible for the long-term planning, stipulates the basic policy and has the ultimate responsibility for translating this policy into operational action and is responsible for the general course of the affairs of N.V. GEBE and is under the obligation to make efforts to the best of his ability to avoid any injurious act which might cause financial injury, regardless whether such act is to be considered within his scope of responsibility.

- 2.2 The CFO is responsible as member of the Managing Board for the overall performance and the general course of affairs of N.V. GEBE as a whole in conformity with the Managing Board Regulations and the Articles.
- 2.3. The CFO is responsible for informing the other member(s) of the Managing Board on the performance, the general running and management of all activities and departments of N.V. GEBE within his scope of responsibility.
- 2.4 The CFO is responsible for the Managing Board to determine the policies and course of direction regarding all financial, commercial, HR- and IT-related activities and departments of N.V. GEBE.
- 2.5 The CFO is responsible for the Managing Board to maintain external contacts with important relations relevant for the current and future financial, commercial, HR- and IT-related policies of N.V. GEBE.

3. Management duties

It is the duty of the CFO:

- 3.1 to generally direct and to coordinate all financial, commercial, HR- and IT-related activities and departments of N.V. GEBE;
- 3.2 to have the Managing Board define the short-term and long-term financial, commercial, HR- and IT-related objectives of N.V. GEBE;
- 3.3 to draw up the business plan containing plans and programs for the realization of the financial, commercial, HR- and IT-related objectives set;
- 3.4 to carry out the financial, commercial, HR- and IT-related business plan;
- 3.5 on the basis of reports, periodic evaluations of the progress of the financial, commercial, HR- and IT-related business plan, to analyze deviations and as occasion arises to rectify said deviations;
- 3.6 to see to an adequate internal organization for all financial, commercial, HR- and IT-related activities, now and in the future;
- 3.7 to see to adequate staffing in all financial, commercial, HR- and IT-related departments, including the hiring, appointing, promoting and/or firing of employees, now and in the future;
- 3.8 to see to an adequate delegation of tasks, responsibilities and competences in all financial, commercial, HR- and IT-related departments.
- 3.9 to maintain contacts with the Supervisory Board and the General Meeting of Shareholders, in conformity with the Managing Board Regulations and Articles and existing legal and statutory rules;
- 3.10 to maintain contact with important external relations, in particular for all financial, commercial, HR- and IT-related activities of N.V. GEBE;
- 3.11 to jointly with the other Managing Director(s) mold the general development of the organization;
- 3.12 to jointly with the other Managing Director(s) determine the identity of the organization internally and externally.

4. Function requirements

The CFO meets at least the following function requirements:

Training and experience

- 4.1 has a university or college education in economics, business administration and/or finance;
- 4.2 has gained financial and/or management experience at Board of Management level in medium- to large sized organizations;
- 4.3 maintains his knowledge and expertise up-to-date;

Skills and Competencies

- 4.4 is effective in delegating tasks and monitoring performance
- 4.5 is a team player and works together with the other member(s) of the Managing Board in jointly developing an effective Managing Board;
- 4.6 is particularly skillful in creating a framework of support for innovations in the N.V. GEBE organization.
- 4.7 has the ability to think, and to formulate financial, commercial, HR- and IT-related objectives at a strategic level; is able to translate these objectives into concrete programs;
- 4.8 develops a clear vision and is able to transmit this vision into the organization;
- 4.9 has a sound grasp of problems of a technical, commercial, financial, organizational and social nature and their interrelationships.
- 4.10 has high level of integrity and proven record of keeping up good governance;

5. Reporting

The CFO shall report to the Supervisory Board and the General Shareholder's Meeting. The CFO maintains contact with the Supervisory Board and the General Meeting of Shareholders in conformity with the Articles of Articles, the Managing Board Regulations and the Corporate Governance Code.

CURRICULUM VITAE

Last name: CHITTICK
First name: Kenrick, Jerome
Born: 06 May 1968, Middle Region, St. Maarten
The 8th out of 10 children
Children: Jerome Chittick
Jeromee Chittick
Jenee Chittick

Education

- St Joseph School, St. Maarten, 1982
- LTS
 - * Milton Peters College, St. Maarten, 1985.
 - * John F. Kennedy School, Aruba, 1987.
- MTS
 - * ir. Cesare Terzano, Aruba, 1992. Mechanical Engineering
- HTS
 - * Haagse Hogeschool, Den Haag, 1997. Mechanical Engineering

Carrier

Work at Fred garage, mechanic 1978 -1995, middle region
GEBE N.V. (1997 – present)
Assistant Chief Maintenance at Power Plant 1997 – 1998
SAP software project team leader 1998 – 1999 and in 2003 SAP upgrade
Chief Operation at Power Plant 2000 – January 2016
Production Manager January 2016 - present
I have been part of every project in the PP since 1997.

Courses

Strategic Planning By AMA
Several Courses given by Wartsila (Diesel engine manufacturer)
Several courses given by SAP (Plant Maintenance)
Woodward Governor, Alfa Laval Separators, Carilec courses, ABB turbochargers
American Management Association (AMA) Strategic Planning, Finance & Accounting
for Non-Financial Managers, management skills for new managers.
Aalborg, Performance Appraisal trainings, many others

Jaycees Carrier “Junior Chamber International”

Inducted Nov. 1997

Worked on several projects

Taste of my culture M&E drive, Easter egg hunt Fundraising projects

Chairman: M&E, Easter egg hunt, Prime Graduate 2001(trainer)

Trainings attended: Budgeting, Parliamentary Procedure, Time management, Lead, Achieve, Public speaking, How to be the employee your boss would want to keep, and many more over my years as a member.

Board member:

2001 Vice president

2002 LOM President

2003 LOM IPP/NOM VP

2004 LOM President

2005 LOM IPP

National Conventions: 2001-2002-2003-2004-2005-2008-2010-2012

JCI Area C conference

2002 Dominican Republic

2005 Sao Paulo Brazil

2006 Guadeloupe

World Congress

2004 Fukuoka, Japan

Awards

Outstanding LOM officer 2001, 2012 Senatorship “member for life for outstanding work”

Hobbies

Riding bike, jogging, hiking, volleyball, writing poems, reading, badminton and travelling.

GEBE Supervisory Board
Philipsburg
Sint Maarten

February 8, 2016

Dear Sir,

I am pleased to submit my application for the function of Chief Financial Officer for GEBE. With my years of experience in the utility sector, my financial knowledge and leadership capabilities I have no doubt that I will make a valuable contribution to the company.

My 26 years of experience in GEBE at various levels such as Supervisor, Department Head, Commercial Manager and Acting Finance Manager have given me the much needed skills and knowledge in the managerial field. During these years I have participated in many aspects of management of the company.

I have no doubt that I will be a major contributor in the following areas: Ensuring accurate and timely financial reporting for the decision making process, creating a more customer friendly environment, develop a more targeted Human Resources plan for decision making and ensure that a much needed internal audit plan is in place.

My most valuable contribution will be in the area of leadership, whereby acknowledging that GEBE as a company has also a social responsibility.

The needs of the various stakeholders such as: the viability of the company, the Government, the employees, the customers, the creditors and the unions is of utmost importance. As a strong communicator and a transformational leader I will be able to bridge the gap between the stakeholders and GEBE.

Thank you for your consideration. If you require any additional information regarding my qualification don't hesitate to ask.

.

Sincerely

Iris Arrindell

IRIS DOLORES ARRINDELL

Resume

PERSONAL INFORMATION:

Age: 54

Address: A Th. Illidge Road 192, Mount William Hill, St. Maarten

Status: Married

Phone: Home: 1 721 523 1270, Cellular: 1 721 588 0074

E-mail address: arrindi@gmail.com

PROFILE:

Manager of GEBE's Commercial Department for the last 10 months with an employee span of 45 persons.

Former Head of the Accounting department in NV GEBE with 20 year experience in charge of 5 departments namely: the Payroll administration, the Accounts Payable department, the General Ledger department, Project administration department and the Accounts Receivable department. Have skills in developing processes & controls to improve business operations. Team leader & business process owner for the automated financial systems & customer base system.

EDUCATIONAL BACKGROUND:

Universiteit Nederlandse Antillen, Curacao

B.Sc. Accounting

Instituut voor Sociale wetenschappen

Middle Management Course 1994

Dosoe Accounting

Certificate in business studies Payroll Administration 2002

Certificate of participation "Post Academisch Cursus Goederen/verbintenissrecht" 2005

American Management Association

Course Strategic Planning, Planning & managing Organizational change, Technical project management and Essentials of Budgeting.

SAP

Course: Financial Management Accounting/reporting, Project system, Plant maintenance

AREAS OF EXPERTISE:

Knowledgeable understanding of the GEBE processes
Well versed in developing procedures & configure the financial processes in SAP
Extensive managerial experience
Effective communicator
Experience in Management meetings of GEBE
Experience on board level of Pension Fund
Experience on board level of Social Club & Church
Experience on board level of the Caribbean Utilities Employees Association
Experience in the core business of GEBE taking the various stakeholders into account

PROFESSIONAL EXPERIENCE:

Deloitte & Touche	
1989- 1990	Audit department
GEBE	1990 – Present
1990 – 1994	Supervisor General Ledger Department
1994 – 2015	Department head accounting
1999 – 2000	One of the team members for implementing SAP in GEBE Team Leader (key user) for the financial area which includes General Ledger, Accounts payable, Banks & fixed Assets Played an important role with the integration of the other SAP components for a smooth flow of operations
2000 – Present	Replace finance Manager when he is not in
2015 - Present	Commercial Manager GEBE

Caribbean Utilities Employees Association

2009 – 2012 President of the Association: connecting the employees thru the Caribbean (12 islands), by coming together once every year for Easter with the objective of developing integration & networking

Association of Staff Employees of the Windward Islands (ASEWI-union)

2000 – 2003 Vice President

Vidanova Pension Fund

2000 – 2008 Employee representatives on the board of the Pension Fund

2013 – 2015 Employee representative on the board of the Pension Fund

Sociaal Economisch Raad Nederlandse Antillen

2004 – 2007 Social Economic Council representing workers on behalf of the Unions

GEBE Social Club

2009 – 2010 Secretary GEBE Social Club

2010 – Present President GEBE Social Club

Ephesus Seventh-Day Adventist Church (Board Member)

2010 – 2011 Church Auditor

2012 – Present Church Treasurer

Burial Foundation

2014 Treasurer Seventh-day Adventist burial foundation