Eva Maren Koster

Chief Financial Officer

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Summary

CFO with a 21-person finance team for a €138m industrial services group operating in three countries. Leads treasury, reporting and capital allocation. Advises the board on liquidity and contract exposure, and has led lender negotiations and finance integration for acquired businesses.

Selected financial outcomes

€5.8m released — Working capital recovered over 15 months.
€26m facility — Revolving credit renegotiated with two lenders.
90 days to first group pack — First fully reconciled pack after the second acquisition closed.

Experience

Chief Financial Officer

Delta Loom Group | 2019-09 – Present

- Released €5.8m in working capital over 15 months. Tightened credit escalation and renegotiated billing milestones where contracts allowed.
- Renegotiated a €26m revolving credit facility with two lenders. Secured seasonal covenant headroom and aligned lender reporting dates with the group close.
- Made projects above €250k subject to a capital review covering payback, contract dependencies and downside risks. The board deferred three proposals pending commercial milestones.
- Introduced a weekly 13-week cash forecast tied to contract milestones and payroll. Reviewed downside scenarios with the board chair and agreed liquidity thresholds for business unit leaders to monitor.
- Led a 21-person finance function for a €138m group across three countries. Centralised accounts payable and statutory reporting while keeping pricing and contract approvals with general managers.
- Chaired recovery reviews for eight underperforming service contracts. Agreed action owners, identified exposures for immediate provision review and tracked dependencies that required a client decision.

Group Finance Director

Alderwake Controls | 2014-05 – 2019-08

- Integrated monthly reporting for two acquisitions and presented the first fully reconciled group pack 90 days after the second closing.
- Owned forecasting and financial control for 11 legal entities. Reconciled divisional contribution back to revenue, direct labour and subcontract costs.
- Led finance due diligence on two service acquisitions. Tested contract profitability, seasonality, invoice quality and restricted cash with the deal team.
- Agreed common customer credit terms with the general managers. Documented legal and pricing exceptions on multi-year agreements before consolidation.
- Set opening account mappings, delegation limits and the first three quarter-end milestones with incoming controllers. Reported cash conversion risks separately for customer acceptance, disputed invoices and billing delays.

Financial Controller

Moorhaven Field Systems | 2009-08 – 2014-04

- Led a six-person reporting team for a €32m maintenance and monitoring division. Owned monthly reporting on contract margins and headcount costs.
- Prepared equipment investment cases for three sites. Tested low-demand scenarios and the effect of service penalties on the case for investment.
- Reconciled subcontractor balances and customer advances against invoices, receipts and service acceptance records. Introduced a quarterly dormant supplier review with an owner for each open balance.

Skills

Board and treasury: Capital allocation, Board and lender reporting, Covenant management, Cash forecasting
Operating finance: Contract turnaround, Pricing sensitivity, Working capital recovery, Provision reviews
Group finance: Acquisition due diligence, Post-acquisition integration, Group consolidation, Delegated approvals

Professional training

Board Finance Programme · North Quay Governance Institute · 2022
Board reporting, liquidity governance and communicating covenant exposure.
European Acquisition Integration Seminar · Lowlands Enterprise Centre · 2018
Opening balances, post-close operating controls and commercial reporting.

Recognition and governance

Finance leadership recognition · Delta Loom Group · 2025
Recognised by the operating committee for tying capital approvals to liquidity planning while preserving local pricing and contract decisions.
Treasury risk committee chair · Delta Loom Group · 2021
Chaired treasury, divisional finance and legal reviews of liquidity, contract risk and lender reporting before board meetings.

Projects

Contract profitability recovery review

Group operating committee | 2025

Separated labour overruns, supplier rate exposure and pricing changes in a standard contract review. Brought renegotiation options to counsel and tracked cash impact after each decision.

Second acquisition closing and transition

Alderwake Controls | 2019

Set a 90-day controls plan for cash collection, payroll continuity and opening balances. Reported dependencies to the deal sponsor and resolved reporting differences before quarter end.

Languages

Dutch · English

Education

MSc Finance and Strategy

IJssel Coast Business School | 2010

Applied research on capital decisions and reinvestment returns in regional service businesses.