

## Curriculum Vitae Ing. G.J.J.M. Schrijnemakers

(Confidential)

### Personal data:

Last name: Schrijnemakers

Christian names: Guillaume Joseph Jean Marie

Date of birth: January 21<sup>st</sup>, 1965

Place of birth: Tilburg, the Netherlands

Nationality: Dutch

Address: Daloensdelle 37  
B-3090 Overijse  
Belgium

Telephone: +32 (0)2 7678900  
+32 (0)477630422

E-mail: Schrijnemakersg@skynet.be

Civil status: Married

Title: Ing. (Dutch college degree in Mechanical Engineering)



### Work experience:

Employers:

November 2007 – now:  
Ideal Standard International BVBA, Global headquarters after spin-off  
from American Standard Companies Inc.

August 2006 – November 2007:  
American Standard Europe BVBA, European Headquarters of American  
Standard Companies Inc.

January 1998 – July 2006:  
WABCO Standard Trane B.V. in Rotterdam, a business unit of American  
Standard Companies Inc.

January 1989 – December 1997:  
WABCO B.V. in Meppel, a business unit of American Standard  
Companies Inc.

Present position: Director continuous improvement at Ideal Standard International (2009 –  
now)  
Leading the continuous improvement process for the total company.  
Reporting to the Vice President Supply Chain & Manufacturing  
Responsibilities:  
Develop a manufacturing culture of continuous improvement according  
the Toyota Production System.

Previous positions: Master Black Belt Ideal Standard EMEA (2005- 2009)  
Manager of the six sigma & lean activities for the business units in  
Europe, Middle East & Africa.  
Reporting to the Vice President Supply Chain & Manufacturing

## **Curriculum Vitae Ing. G.J.J.M. Schrijnemakers (continued)**

### **Responsibilities:**

Deliver sustainable development and application of six sigma and lean tools and education, mentoring and coaching of black belts and green belts who lead process improvements.

Assist leadership in building and maintaining a process matrix organization, establishing and monitoring metrics, and training of process management. Evaluating and recommending black belt projects that provide opportunity to reduce cost of poor quality, inventories and cycle time and increase productivity for manufacturing and transactional processes. Leading high impact projects across business boundaries. Certification of black belts and green belts.

### **Master Black Belt Fittings Europe (2002 – 2004)**

Manager of the six sigma & lean activities for the fittings operations in Europe

Reporting to the Business Leader Sanitary Brassware.

### **Responsibilities:**

Deliver lean and six sigma training to black belts and green belts, coaching and mentoring of black belts and green belts who lead process improvements. Analyze the performance of the fittings operations and identify opportunities for improvement projects. Define improvement projects, plan resources and follow up on delivery of expected results.

### **WABCO Group DFT Coordinator**

Manager lean manufacturing for the WABCO division. (1998 – 2001)

Reporting to the Vice-President Production Rationalization of the WABCO Sector.

### **Responsibilities:**

Initiate, start, support and manage the lean manufacturing projects within the total WABCO division.

Education and training of employees on the application of lean manufacturing methods, performance measuring of processes and control of the applied working methods.

Exchange 'Best Practices' and improve synergy-effects between the WABCO Automotive division and the other divisions of American Standard Companies Inc.

### **Process Owner Order Fulfillment at WABCO B.V.**

Production manager for the production of actuators. (1996 - 1997)

Reporting to the general manager of WABCO Netherlands.

### **Responsibilities:**

Managing the production, the production planning, the order management and material supply processes.

### **Team leader Logistic Team at WABCO B.V. in Meppel**

Manager production planning. (1995)

Reporting to the Process Owner Order Fulfillment.

### **Responsibilities:**

Managing the production planning process, the order planning and the material supply planning.

### **Head of Engineering at WABCO B.V. in Meppel. (1992 – 1994)**

Reporting to the general manager of WABCO Netherlands.

### **Responsibilities:**

## **Curriculum Vitae Ing. G.J.J.M. Schrijnemakers (continued)**

Leading the innovation and implementation of production technology and equipment. This included the production machines, production tools, the production facility and the management of the maintenance department.

Production Engineer at WABCO B.V. in Meppel. (1989 – 1991)

Reporting to the Head of Engineering.

Responsibilities:

The start up and technical release of new production machines and equipment in the production process.

## **Curriculum Vitae Ing. G.J.J.M. Schrijnemakers (continued)**

IT experience:                      Experience with the use of:  
Windows.  
MS Word.  
MS Excel.  
MS PowerPoint  
MS Project  
MS Visio  
Minitab  
Etc.

### **Education:**

Completed education:              HBO (Dutch college level)

Major:                                HTS Mechanical Engineering

Date of graduation:                July 1<sup>st</sup>, 1988

Additional courses:                Middle Management, Senior Management, and Strategic Management at ISW.  
Demand Flow Technology, courses in lean manufacturing.  
Six Sigma Master Black Belt, training methods and use of statistical process improvement tools.  
Various courses on management techniques.

Languages:                          Fluent: Dutch, English and German.  
Basic: Italian