Meet Coen Vermeer

Finance Manager Delinuts Nordics

From the holding to one of the operating companies: Coen Vermeer's route to the Nordics.

Coen Vermeer's move from group-level strategy to operational finance shows what an international career at Acomo can look like. We sat down with him to talk about seeing a business from both sides, supply chain resilience, and the Swedish art of fika.

You spent five years as Group Business Controller at Acomo. Looking back, which experiences stand out most?

My time at the Acomo holding was a valuable learning experience. There aren't many places where you get such a broad view at such a young age. A lean holding team, with the reach and mindset of a multinational.

The holding experience taught me to see the whole picture. From Mirjam (CFO), Allard (CEO) and Eric (Director), I learned to understand our businesses and their markets, not just the numbers, but where the risks hide, where the leverage sits. With acquisitions happening regularly, that skill is invaluable. You need to know how a company works, what could break, and where the opportunities are hidden. Learning that from a holding position at this stage of my career is unusual. It motivated me to join an operating company and turn ideas into tangible results.

Since the middle of this year, you have been the Finance Manager at Delinuts Nordics. What motivated you to make the move from a Group role to a subsidiary?

I worked on the acquisition of Delinuts Nordics, so I saw its potential up close. A strong team with genuine expertise in their category.



It's in-house production facility also opens doors you simply don't have at a holding level. You own the process, control quality, and have an insight into the inner workings. Then there's also market access: a foothold in Scandinavia that was entirely new to Acomo.

What has surprised you most about working more closely with the day-to-day operations?

What really strikes me is the resilience and efficiency of our supply chains and the expertise of our teams. Bringing ingredients from field to fork means dealing with constant disruption like supply chain disruptions, climate events, quality issues, and market shifts. Yet the team absorbs it all.

What most people don't see is that Acomo's support as parent company helps strengthen that resilience. There's capital available, strategic support, access to expertise across the group. That support strengthens our competitive position.

That resilience is the most important factor in giving our customers peace of mind.



> ***Our role is to build reliable, resilient and sustainable supply chains that customers can depend on.***

Acomo's mission is "*Building routes to healthier foods.*" What does this mission mean to you in your work?

For me, it's about the routes we build for our customers. Complete supply chains from origin to destination. Our role is to make them reliable, resilient, and sustainable, so customers can depend on them today and into the future. As a finance professional, I want to help optimize working capital across these routes, ensuring we use it responsibly and effectively.

Delinuts Nordics focuses on nuts, a category central to plant-based and healthy nutrition. How do you see nuts' role in that mission?

Nuts play a central role in our plant-based strategy. Products like almonds, walnuts and hazelnuts are healthy, versatile, and highly nutritious and are increasingly recognized in dietary recommendations for sustainable eating. They can be enjoyed throughout the day, as a snack or as an ingredient in meals. This creates opportunities for Delinuts to develop its offering and support customers' needs. That's why Delinuts keeps growing and expanding.

Delinuts Nordics recently expanded production and packaging. How does finance support the company's growth ambitions?

By facilitating. Over the past few years, I've reviewed more than a hundred business cases, from operational automation and robotization to IT system upgrades. Finance helps separate real potential from opportunism and then helps turn the right initiatives into results.

A good example is how our nuts businesses work together. Delinuts Netherlands is exceptionally strong in category marketing. Delinuts Nordics brings strong expertise in meeting Nordic consumers' high quality expectations. Manuzzi in Italy runs one of the most automated factories in the Group. Finance helps us weigh where to invest, so that each company's strengths benefit the others.

What do you enjoy most about living and working in the Nordics, both professionally and personally?

Moving to Sweden in May this year was perfect timing. The Nordics in spring are stunning. The light, the nature, and the remarkable quality of life. My colleagues have been very welcoming, and I already feel very much at home with the Delinuts Nordics team.

> *"Finance helps separate real potential from opportunism and then helps turn the right initiatives into results.*

My colleagues also switched from Swedish to English in our meetings, which makes my day a lot easier.

But the best part? Fika. The Swedish coffee break. The team stops for a quick coffee and something sweet and then carries on with fresh energy. It's a small thing that says something big about how people work together.

Which product from across the Acomo portfolio would always have a place in your home?

At our tea company, Royal Van Rees Group, I learned to appreciate and taste different types of tea and to distinguish a good cup from an ordinary one. Specialty green tea is my favorite. Delinuts almonds are another favorite. They disappear from the cupboard in no time. Which tells you something about how good they are.

What would you pass on to others who aspire to a similar path?

My attitude is simple: you need to show up ready to learn. Be curious, work hard, stay humble. Sometimes you need a bit of luck too, as I did when Sander van Ooij (MD Delinuts NL) and Ewout Smits (FD Delinuts NL) thought of me for my current position.

I feel privileged to have been given this opportunity, and the trust that comes with it. Colleagues across the holding company and our operating companies have been a constant source of inspiration along the way.



