Curriculum Vitae

Michael Hannibal



Education:

- Bachelor of Science in Engineering, Electrical Engineering, Aarhus, 1995
- Electrician

Qualifications:

- GMC, General (CEO) Management Training, Siemens 2013
- AMC, Advanced Management Training, Siemens 2008
- Executive Training, Vagn Strandgaard, 2004
- Strategic Sales, Ebbe Thomasen, 2004
- Account Management, ABB, 2001
- Negotiation Technique, Market Watch, 2000
- ICO Business School, ABB, Zurich, 2000
- Strategic Management and Market Oriented Strategic Business Development, Aarhus Business School, 1998
- ABB Management and Certified Project Management education, 1998
- Project Management by use of the "Stage Gate System", Robert G. Cooper Mc Master University, 1996

Career summary:

Career can be described in six phases: 1) development from a "fresh" educated specialist engineer, 2) to a period with focus on management of projects, followed by 3) a period with sales and strategy work, 4) a period as general manager and 5) a period as CEO in a global leader position within the Siemens group, 6) Partner in CIP (Infrastructure Investment Fund).

Experience summary:

CEO experience and broad leadership skills obtained from ABB, Siemens and Copenhagen Infrastructure Partners (as Partner).
Project Management, educated and certified in ABB (stage gate process).
Deep knowledge obtained from operations in international markets, with local and global customers. Deep knowledge obtained from large infrastructure projects and construction of power plants.
Key industry player in shaping the Offshore Wind Business, including industrialization, and cost out efforts leading towards sustainability.

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Executive summary for wind:
Have during the last 15 years in offshore wind been engaged with different activities in more than 60 Offshore Wind Farm projects, with a capacity of more than 16.8GW, including been engaged in floating wind activities since approximately 2007, resulting in operational experience from floating wind installed in 2009.

Leadership summary:

Making people great and create results through high performing teams and growing people, with a focus on Trust, Empowerment and Ownership. Have established fast learning organizations where "trust" is anchored in the employees, enabling fast sharing of "mistakes" and "best practice".

Language skills:
English: high, German: medium, Norwegian: high, Swedish: high, French: low

Professional history:

2017 - : **Partner, Copenhagen Infrastructure Partners, (CIP)**
Development and management of investments within energy infrastructure.

2014 - 2017 : **CEO Offshore, Siemens Gamesa Offshore**
(Siemens Wind Power & Renewables Division)
Global offshore wind business responsibility, including global P&L.
Approximately 7500 employees
Key achievements:
Growing the offshore wind business, entered new markets, amongst others: Taiwan, Finland, and Belgium. Maintained global number one position and drove cost out of offshore wind enabling a subsidy free future. Record order entry in FY16.
FY17 increased result on both top and bottom line.
New Operating Model (NOM) established, empowering the projects, without losing the needed portfolio "risk and opportunity" focus. NOM established in parallel with rightsizing and new structure for the complete OF-group.

2011 - 2014 : **CEO Offshore, EMEA, Siemens Wind Power**
EMEA offshore business responsibility, including P&L. Global offshore competency center responsibility. Number of employees approx. 1050.
Key achievements:
Growing the business with good order entry, market share above 50%, growing revenue (> 2" euro) and gross margin realized above 30% (record result in FY13, gross profit > 700' euro)

"Blue collar" for execution integrated in the direct business responsibility. Strategy group, OF BD established. Sustainable long term strategy for future positioning of the OF-group established, hereunder strategic competency build up initiated.

2004 - 2011 : **Vice President, Global Sales Offshore, Siemens Wind Power**
Global responsibility for the offshore wind sales and development activities.
Key achievements:
Northern European key market captured as leading OEM, first mover with regards to term sheets in emerging market US, Asian / China. Market leader status achieved with Order Entry in the range of 2"6 - 3"1 EUR.

1995 - 2004 : **ABB,** later acquired by **YIT A/S**, Denmark.

Sep. 2003 -2004: **Head of Sales and Project Development, YIT A/S**
Sales responsible for activities within the energy sector, including high voltage systems for the industry and infrastructure sector, including also rail systems.
Project Development was related to complex projects, including Joint Ventures for strategic cooperation's, as example turnkey Hydro Power Plant in Greenland including transmission system.

2002 - sep. 2003: **Head of Sales, "Marine, Offsh./High Volt. Installations, ABB**
Responsible for the division's sales activities, including coordination and coaching of decentralized sales people.
Achievements:
Established one division strategy, synergies realized creating a competitive edge.

2001 - 2002 : **PM, "Business development, Marine, Offshore and High Voltage Installations",ABB A/S**
Responsible for the strategy process, and business development, with specific focus of developing new business opportunities.

2000 - 2001 : **PM, Concept Dev., Division Technical Plants, ABB A/S**
Responsible for Solutions and concepts development.
Key achievements:
Strategic cooperation established with external key players for jointly obtaining winning solutions within a really competitive industry, and infrastructure sector.

2000 - : **Export responsible, ABB Electric A/S**
Export responsible role continued until the end of the employment.
Key achievements:
Group policies, including international rules and guidelines

established and overlooked in relation to all export activities.

1999 - 2000 : **Project coordinator, ABB Electric A/S**
Key achievements:
Established and lead the back office for "Danish Power Lines", a Joint Venture established for rebuilding primarily the electrical power sector in Kosovo after the war.

1998 - 2000 : **Sales, ABB Electric A/S**
Responsible for "sales and marketing", Division Technical Plants.
Key achievements:
Established strategies for Sales, including marketing / profiling both internally and externally activities.

1998 - 1999 : **Project Coordinator , ABB Electric A/S**
Responsible for project coordination for CANRCC JV, a joint venture in connection with delivering a turnkey SCADA and communication system for 70 transformer stations in Egypt.
Key achievements:
Established and lead the back office and site office for "CANRCC JV", including optimization of site setup.

1997 - 1998 : **PM, Medium and High voltage projects, ABB Electric A/S**
Responsible for P&L for projects within Medium and High voltage plants (10kV – 400kV), including management of approx.50 special educated fitters.
Key achievements:
Engineering, preparation of tenders, negotiation and concluding contracts for delivery of special engineered solutions, including project management, and supervision of the technicians in the field.

1995 - 1997 : **Electrical engineer, ABB Electric A/S**
Engineering works for a 220kV overhead transmission line project in Tanzania. 313 km overhead line, two transformer stations, designed, and delivered as turnkey solution.

1995 : **Electrical engineer, ABB National Electric A/S**
Project Engineer, participated in the rebuilding of an "Oil&Gas" drilling rig – the rig was to be equipped with process equipment.

Board positions:
Board member in Systematic A/S
Board member in Micro Matic A/S

Erik Skotting



Erik Skotting har mere end 35 års erfaring fra bygge- og anlægsbranchen. I hovedparten af sin karriere har han haft ledende stillinger dels i entreprenørbranchen og dels i bygherreorganisationer.

Siden 2010 har han været direktør i Metroselskabet & Hovedstadens Letbane. Her har han stået i spidsen for gennemførelsen af de for tiden største og mest omfattende infrastrukturprojekter i hovedstadsområdet. Dette drejer sig om Cityringen og metro til Nordhavn, som nu begge er taget i brug. Desuden omfatter det metro til Sydhavn samt etablering af en letbane fra Lundtofte til Ishøj. Begge projekter er fortsat i byggefasen.

Forud herfor bestred han gennem ca. 10 år forskellige direktørstillinger hos MT Højgaard A/S. I den overvejende del af perioden var han divisionsdirektør med ansvaret for koncernens erhvervsaktiviteter.

Fra 1994 – 2000 var han ansat i Øresundskonsortiet, som forestod etableringen af den faste forbindelse over Øresund. Her arbejdede han med at planlægge, udbyde, kontrahere og sidenhen realisere sænketunnelprojektet fra Kastrup til Peberholm. I de første år var han ansvarlig for projektets design, hvorefter han overtog ansvaret for det samlede projekt og dets gennemførelse. Projektet blev gennemført med en række innovative produktionsmetoder, som sidenhen har været inspirationsgivende til den planlagte produktionsmetode på Femern forbindelsen.

Tidligt i karrieren havde han forskellige stillinger hos Monberg & Thorsen A/S og hos to mellemstore rådgivende ingeniørfirmaer. Desuden fungerede han i en periode som ekstern underviser på DTU.

Erik Skotting har gennem årene været indlægsholder ved en række konferencer i ind- og udland. Han har gennemført et Executive Management Program for topledere og har desuden gennemgået Board Certificate for bestyrelsesmedlemmer.

Fra 2016 – ultimo 2019 var han bestyrelsesmedlem i Nemco koncernen.
Fra 2002 – 2007 var han henholdsvis formand og næstformand for Monnet, som var et interessentskab ejet 50/50 af MT Højgaard A/S og NNE.
Fra 2003 – 2008 var han næstformand for Bygningsentreprenørsektionen under Dansk Byggeri.

Erik Skotting er født i 1957 og dimitterede som civilingeniør fra DTU i 1983. Han er gift og har 3 voksne børn.

Curriculum Vitae

Susanne Monferré

EDUCATION:

1976 College
1977 Business School
1979 Graduated from a 2 years shipping education within A. P. Møller Maersk
1979-95 Various management courses within A.P. Møller
1995-2009 Various internal management courses held by CPH A/S, DSB, MT Højgaard A/S and DONG Energy A/S now Ørsted
2011-2012 CBA at AVT Business School accredited by AMBA
2012-2013 INSEAD Ørsted internal Management education - KAIROS
2012- IMD Management courses
2020-2021 Executive Board education CBS

EXPERIENCE

1979-1980 A.P.MØLLER MAERSK: Procurement Assistant

1980-1981 A.P.MØLLER MAERSK: Team-leader
Responsible for planning, contract negotiations and financial management of logistics and transportation of supplies for the whole fleet of A.P. Møller ships, reporting directly to the Procurement Manager.

1981-1987 A.P.MØLLER MAERSK: Logistics Manager
Responsible for transportation of all supplies to ships, rigs, terminals and worldwide stocks.

1987-1995 A.P.MØLLER MAERSK: Logistics Manager and responsible for procurement of spare parts, provisions and services to the container fleet, a total of 36 vessels.

1995-1996 Copenhagen Airports A/S: Procurement Manager
Responsible for procurement and logistics for Kastrup Airport and Tune Airport. Supervising 22 employees, optimization of the warehouse with approximately 10.000 stock items and implementing a central procurement policy.

1996-2002 DSB (Denmark's State Railways): Group Procurement Manager
Responsible for establishing and implementing a central Procurement Policy for all the different Business Units with central procurement departments in DSB Group and DSB S-Tog a/s

Based on a total yearly budget of approximately 2 billion Dkr., initiated yearly savings of between 25 og 40 million Dkr.

Based on the market tendencies and the constant demand for rationalization and efficiency, the Department developed and then implemented an e-procurement system through SAP Business-to-Business.

2002-2003 MT Højgaard Construction Company: Group Procurement Manager
Responsible for a similar project of centralizing strategic Procurement from a decentralized organization including planning, negotiations and implementation in the organization with large yearly savings as a result.

2003- DONG Energy A/S now Ørsted A/S: Vice President Procurement and Procurement Excellence
Initially responsible for overhauling and centralizing strategic and non-strategic procurement which had a total yearly budget portfolio of approximately 2 billion Dkr.

As from 1 March 2004, responsible for Procurement and Logistics for DONG Energy's offshore activities, which until then had been organized in the business unit.

In 2005, in connection with the merger between Dong, Elsam, E2, Nesa, KE and Frederiksberg Forsyning, promoted Vice President Group Procurement, responsible for a centralized Procurement Department with a yearly CAPEX/OPEX budget of approximately 7 billion Dkr.

In 2011 Procurement for our Wind Power business was de-centralized to the business unit leaving strategic procurement for BTP (large biomass projects), Distribution and Sales (Contruction and maintenance of distribution lines in Copenhagen area) and Oil&Gas (large offshore CAPEX projects and operations) under my responsibility. I kept responsibility for 20 Procurement Analytics, driving value engineering, systems and processes across all 4 business units including Shared functions and IT. In total 90 Procurement professionals.

In 2019 the two Procurement Departments were merged again and I took the position as Deputy of CAPEX Offshore Wind and direct responsible for Global O&M Procurement, Procurement Organizations in Boston and Taiwan, BIO Capex and Opex, IT and Indirect and Procurement Excellence - total 130 professionals.

LANGUAGES
Danish mother tongue
English – fluent: reading, writing, speaking
German – fair: reading, writing, speaking
Spanish - fair: reading, writing, speaking
French- basic