

## CV (Executive Summary)

Dirk O. Söhngen, Frankfurt/Germany, married, three sons.

### **Passionate about Infrastructure, Expert in Corporate & Project Finance, a hands-on Leader**

*“Energy, heat, transport, social projects: I want to continue to contribute to making the world a better place through the right infrastructure and energy projects.”*

For more than 30 years, I have been involved in the development and implementation of infrastructure and energy projects, both in private and public-private partnerships. My expertise lies in structuring and financing attractive equity and debt investments for my investors and clients (banks, contractors, institutional clients). In my first years as a finance specialist, later as CFO and CEO, I have successfully managed more than 100 projects on four continents through development, construction, operation, restructuring and/or divestment. I have also worked successfully as a transformational CFO, restructuring and turnaround manager for private equity firms.

My leadership approach is focused on results and based on the values of fairness, transparency, integrity, and respect - values that are important to me.

### **Career stages at a glance**

<b>Since 02/2020</b>	<b>Fidelio KA Investment Advisory GmbH, Frankfurt, Germany</b> Head of Fidelio KA Asset Management, Managing Director <i>Asset Management / Infra Debt / Europe / Fund, Bank</i>
<b>01/2018 – 12/2019</b>	<b>R&amp;M Group, Hamburg, Germany</b> Group CFO <i>Maritime / Group Restructuring / M&amp;A / Private Equity</i>
<b>11/2016 – 12/2017</b>	<b>Deal Captain GmbH, Frankfurt, Germany</b> Managing Partner <i>Change &amp; Restructuring / Venture Capital / Privately owned</i>
<b>07/2002 – 09/2016</b>	<b>Bilfinger SE, Mannheim, Germany</b>
07/2014 – 09/2016	Finance Director, 'Offshore Systems' division, Wiesbaden
01/2014 – 06/2014	Finance Director, 'Construction' division, Wiesbaden
01/2007 – 12/2013	CEO, 'Bilfinger Project Investments' business unit, Luxembourg
07/2002 – 12/2006	CFO, 'Bilfinger Project Investments' business unit, Wiesbaden <i>PPPs / Infra Equity / Asset Management / Global / Developer</i>
<b>09/2000 – 03/2002</b>	<b>Management Circle AG, Eschborn, Germany</b> Group CFO, from 07/2001 Member of the Board of Directors <i>Education / Group Restructuring &amp; IPO / National / Family owned</i>
<b>05/1998 – 08/2000</b>	<b>Deutsche Bank AG, Frankfurt, Germany</b> Vice President, Investment Banking <i>Infrastructure Advisory and Finance / EMEA / Bank</i>

<b>06/1997 – 03/1998</b>	<b>NatWest Markets, National Westminster Bank plc, Frankfurt &amp; London, Germany and UK</b> Assistant Director, Investment Banking <i>Infrastructure Advisory and Finance / EMEA / Bank</i>
<b>02/1992 – 05/1997</b>	<b>DEG – Deutsche Investitions- und Entwicklungsgesellschaft mbH, Cologne, Germany</b> Investment Manager, 'Central and Southeastern Europe' <i>Finance / Equity &amp; Debt / Asia and CEE / Development Bank</i>

### **Selected contributions to business success in recent years**

- **Establishment of an investment advisory firm in 2022**, accredited by Lux AIFM
- Fundraising, closing, and management of 2 funds with approx. **EUR 400 m AuM in infrastructure debt** in challenging years (Covid, Ukraine invasion; **since 2020**)
- **Purchase of EUR 382 m infrastructure debt** from Kommunalkredit Austria AG in **2020-2022**
- **Restructuring, turnaround, and sale (2018/2019)** of an international cruise-ship supplier
- **Restructuring (2017)** of an international group of water companies
- **Development of the “Offshore” division (2014-2016)**: Setting up (2014-2015) and later sale (2016) of the “Offshore” division as part of a structured sale process
- **Sale “Construction” division (2014)**: Creation of the business plan and all sale documents, coordination of those involved in the project in this division and communication with employees, carve-out of larger parts of the company, search for a preferred buyer. Gain on disposal less transaction expenses of EUR 220 m and no loss of key performers
- **Restructuring “Construction” division (2014)**: Organizational adjustments in the “Construction” division: Cutback of over 80 (plan: 68) commercial positions in 2014 (of almost 800 full-time employees at the end of 2013), expected savings of over EUR 10 m p.a.
- Management of a financial holding company with up to **EUR 400 m of infrastructure equity (2002-2014)**
- **Growth of the business unit “Project Investments” (2002-2012)**: Global structuring, founding, financing, and managing of companies in the PPP area. Development of an investment portfolio of over EUR 400 million in equity by the end of 2010
- **IPO “Bilfinger Berger Global Infrastructure (BBGI)” (2011)**: Initiator and project manager of the successful initiation of an IPO of 18 investments through the placement of GBP 212 m shares of Bilfinger Berger Global Infrastructure on the London Stock Exchange
- **Global financial crisis (2008-2009)**: Direct negotiations with numerous banks and financial institutions across continents, resulting in no value losses in the portfolio.

## Education

04/1986 – 01/1992 'Business Administration', University of Cologne (until 03/1988 University of Göttingen)

02/1984 – 01/1986 Vocational training as 'Bankkaufmann', Vereins- und Westbank AG, Pinneberg and Hamburg (since 2005: UniCredit Bank AG)

## Foreign languages

German	Native speaker
English	Fluent
French	Communication skills

## Leadership and reporting lines

- Highly regarded for leading and managing people and teams
- Large international network
- Responsible for between 150 and 3,600 employees, with up to 30 direct reports (CFOs, national and international commercial managing directors of investments, financing experts, heads of commercial departments)
- Management of international companies and project teams on 4 continents
- Since 2000, reporting to the Supervisory Board, Shareholders or Executive Board
- First point of contact for private and public clients, banks, co-investors, auditors, works councils and other advisors

## Experience in diverse project stages

- From **development stages** to expansion and rapid growth phases to consolidation, crisis management, sale, **IPO and turnaround** with subsequent renewed expansion
- Adaptation, standardization and creation of new process and organization structures for company integration, separation, joint ventures and new development, **change management** of diverse corporate cultures

Frankfurt, May 2023