

Key Personnel Resume – Project Director Jorge Rios

JORGE RIOS

- Extensive experience in Project Management on many complex Railway Programs including High Speed
- Successful in managing & interfacing with multiple stakeholders and senior decision-makers
- Worked with major multinational companies in different cultural settings
- 22 years of practice in different areas of management and engineering
- Mobility and railways industry knowhow: systems, infrastructure development, operations and maintenance
- Led highly-skilled teams of transportation professionals, ranging from 15 to 500

EXPERIENCE

BOMBARDIER TRANSPORTATION (Bangkok, Thailand) 9/2016 - Present
Rail equipment division of Bombardier, with \$9.9 Billion in revenues, employing 34,900 staff worldwide

Railways Project Director

Develop approval process and plans for regulatory authorities; represent Bombardier and Consortium partners; direct and plan systems, infrastructure and rolling stock projects. Serve as Consortium Project Director for Bangkok Mass Transit System green line extension (30 km of track, new stations and 2 new depots/workshops), leading a team of 500.

- Coordinate with other suppliers (Siemens, STE Singapore and AMR Thailand) to provide signaling and electromechanical systems, including Traction and Stations Power Supply, Fare Collection, Platform Screen Doors, SCADA, Communications and Depot Equipment.
- Oversee design and factory acceptance, manufacturing, delivery, installation, test and commissioning, system integration and acceptance, training, and trial operations before handoff to operation contractor.

DEUTSCHE BAHN Engineering and Consulting (Qatar and Saudi Arabia) 04/2015 - 09/16
DB E&C is a subsidiary of the DB Group, owned by the German Government

Railways Project Director

Served as consultant representative for government clients. Developed Approval Process and Plans for the regulatory authorities. Managed bids. Directed and planned systems, infrastructure and rolling stock projects. Supported regional railway projects as a member of Middle East Leaders' team. Developed operational and maintenance plans. Assessed and developed safety cases according to EN50126/28/29.

- **High speed rail highway for Saudi Railways Organization:** Supervised design and construction of track, systems and rolling stock for Haramain future high-speed railway link between Mecca, Medina and Jeddah. Oversaw design review, site supervision, operations and maintenance monitoring. Managed 65.
- **Qatar Rail Shadow Operator:** Directed project to build long-distance passenger high-speed and heavy haul railway link between Qatar, Kuwait, Bahrain, Saudi Arabia, UAE and Oman. Managed project team of 41 railway specialists, overseeing design review and preparing tender documents for detail design, construction, operation and maintenance. Developed operational and maintenance plan, supported OPEX calculation for long-distance railway and supporter Qatar Rail in Gulf Cooperation Council workgroups.

SYTECSA, Germany, Colombia, USA 09/2009 - 03/2015
Privately-held railway services company based in Germany, USA and Latin America

Chief Technical Officer, Board of Directors Member, Project Director

Oversaw key governmental project management and approvals. Directed the company's engineering task force. Planned organizational units and company structure. Served as Project Director for main contracts.

- **Design, Construction, Testing and Commissioning of Aerial Cable Cars Systems for Inter-American Development Bank/Antioquia Government:** Led team of 80 to design, build, test and commission aerial cable car systems for the government of Antioquia on a project created jointly with the Inter-American Development Bank to build cable cars for community integration and development.
- **Medellin Metro Rolling Stock and Yellow Plant Overhaul:** Managed a team of 80. Supervised overhaul maintenance of 42 trains and yellow plant, implementing contract based on service level agreements: availability (operational delay-based), response time, and delivery time (overhaul time per unit).
- **Drummond LTD Freight Railways Signaling Systems Upgrade:** Led a team of 12 on upgrade, maintenance and customer training project that included installation of onboard GE ETCS system in the locomotives; GE interlockings; GE track circuits; and Siemens axle counters.
- **Medellin Metro – Signaling System Design, Supply, Test, Commissioning and Safety Certification:** Led team of 43 to design, supply, install, test & commission, and provide a safety certification in accordance with EN50126/28/29, including automatic train protection and interlockings for Line A. Safety certification by TÜV Rheinland.
- **Upgrade and Overhaul of Aerial Cable Cars Systems for Antioquia Government, Colombia:** Headed team of 75 to overhaul, upgrade and streamline operations of 7 cable cars for the government of Antioquia including safety systems, civil structures and the electromechanical group.

AERIAL CABLE CAR COMPANY ECA S.A. (Colombia)

12/ 2006 – 09/ 2009

Company created by the Government of Colombia and the Inter-American Development Bank to design, supply and launch the operation and maintenance of Cable Cars

CEO, Member the of Board of Directors, Project Director

Launched new company in the aerial cable cars construction industry from scratch. Planned, hired, and developed entire company organization and structure. Developed national standards for cable cars in the country and established approval process for Ministry of Transportation. Served as Project Director for key company projects.

SYTECSA (Germany, Colombia, USA)

03/ 2003 – 12/2006

Privately-held railway services company based in Germany, USA and Latin America

CTO and Project Director

- **Medellin Metro Design, Supply, Test and Commissioning for Railway SCADA System:** Led team of 35 on design installation, commissioning, test operations and customer training of the SCADA, including electrical substations, elevators and escalators, pumps, air conditioning, fire detection and protection systems, customer training, and integration of data and video networks and interfaces with trains.
- **Medellin metro upgrade to railway train traction control system:** Headed a team of 15 to replace the traction control system of the train fleet, reducing minutes of delay by 22%.
- **Medellin Metro, Railways CCTV:** Supervised team of 40 to install, commission, test start-up operations and maintenance of CCTV, video and voice surveillance systems; installed 380+ cameras in railway system.

Earlier experience: Spanish South America Engagement Leader at **IBM International Business Machines**; Telecommunications Project Engineer at **Nippon Electric Company**; Signaling Project Engineer at **Siemens AG**.

EDUCATION

EAFIT Business Administration and Finance School University
Project Management Specialist

02/1996 - 09/1997

UPB Universidad Pontificia Bolivariana
Electronic Engineering degree

01/1991 - 12/1995

CERTIFICATIONS AND TRAINING

PMP Project Management Professional (Project Management Institute, 2011)

Six Sigma Green Belt Professional (Project Management Institute, 2012)

Vital Safety Systems and Safety Train Control Systems

Led design and development of safety industry and signaling systems, successfully implementing in both wayside and carborne, including safety cases based on EN50126, EN 50128, EN50129 and IEC 61511, achieving positive independent safety assessments from TÜV Rheinland and Rail Safety Consulting USA.

- Railways Interlocking Signaling Systems (Siemens, 2010)
- Safety Vital Systems Functional Safety EN61511 (Siemens TÜV-SUD, 2010)
- Railways Applications Rams EN50126; Railways Applications Software for Railway Control and Protection Systems EN50128; Railways Applications Safety Related Electronic Systems for Signaling EN50129 (Sytecsa, 2010)
- Graphical Programming With Continuous Function Charts ST-7CFC; Human Machine Interface Programming WINCC; Scada Networks And Communications Profinet; Logic Controllers Programming Step 7; ST-Pro2 Advanced Programming (Siemens, 2010)
- Siemens Signaling Systems Automatic Train Protection, Interlockings and Track Circuits (1996)

Management Training

- Accounting EAFIT- Business and Financial School Diploma (1997)
- Economy EAFIT- Business and Financial School Diploma (1997)

Oral and Written Communications

- Public Speaking, Blue Planet Training/Own The Room (2014)
- Commercial, Negotiation and presentation skills IBM Diploma (2002)
- Oral Communication and speaking EAFIT- Business and Financial School Diploma (1997)

Telecommunications and Networks

- IP Video Solutions NEXTIVA Certified specialist (2013)
- Telecommunications Diploma - SIEMENS - EAFIT- Business and Financial School (2011)
- Routing and switching CISCO ICND-Interconnecting cisco network devices (2002)
- Architecture for video, voice and integrated data CISCO CSE - Certified Engineer (2001)
- VoIP voice Over IP CISCO CSE - Certified Engineer (2001)
- Internet Security Systems ISS Certified Engineer (2000)

LANGUAGES

Spanish (native), English (fluent), German (basic)

Key Personnel Resume – Lead Procurement Advisor Joachim Mayer

JOACHIM MAYER

- 20+ years as a manager in the rail industry
- Extensive expertise in procurement of high speed and other rolling stock (including the latest generation of ICE 4 Trainsets), components and spare parts and infrastructure
- Strategic development, implementation, and technical lifecycle management
- Development and oversight of efficient structural organizations and operational processes
- Management of safety critical incidences with technical background
- Project Management | Technical Innovation Supervision | Supply Chains | Rolling Stock | Spare Parts

EXPERIENCE

DEUTSCHE BAHN (DB) AG

Europe's largest railway operator and infrastructure owner with \$40 million+ in annual revenues, carrying two billion passengers yearly.

Project Manager, Strategic Reorganization of Spare Parts Supply Chain 3/2016 – Present

- Reengineer supply chain across all relevant divisions of DB from vehicle operators via maintenance depots and workshops; established supply chain center
- Improve availability, reliability and cost effectiveness of spare parts logistics through procurement to suppliers

Head of Procurement, Rolling Stock; Head of Procurement, Spare Parts 01/2011 – 04/2016

- Oversaw service division of approx. 350 employees
- Developed strategy to integrate spare parts procurement and rolling stock procurement to improve lifecycle management and maintenance of DB rail operators' rolling stock
- Procured spare parts for redesign and maintenance of all DB rail operator vehicles
- Integrated operational quality management into requirement management and harmonized quality assessment and contract regulations
- Developed "Procurement and Technology Strategy Rolling Stock (BuTS 2025)" plan from project to product to improve on-time delivery and quality of rolling stock orders, successful within two years
- Executed project management, procurement (including supplier relation management and verification), sourcing, contract management, supply chain management and technical documentation

Head of Rolling Stock 01/2005 – 12/2010

- Oversaw service division of approx. 250 employees
- Harmonized requirement specification and verification for rolling stock among several European railway companies driven mostly by DB through Eurospec initiative
- Developed *German Guideline for Rail Vehicles*, representing DB in the German Rail Sector to redesign the homologation process for rolling stock in Germany
- Managed technical lifecycle for all DB rolling stock
- Procured all rolling stock for DB rail operators (including requirement and project management)
- Redesigned and digitalized technical documentation for DB's rolling stock
- Redesigned specifications for requirement management with verification, introducing respective claim management at DB

Head of Systems Division Project Management and Technical Lifecycle Management for Rolling Stock and Infrastructure (DB Systemtechnik) 10/2000 – 12/2004

- Oversaw service division of approx. 220 employees
- Implemented management processes for procurement and technical lifecycle management for DB rolling stock, now part of DB's CSM
- Designed long-term strategies for rolling stock (modularizing and standardizing to build up platforms and sign frame contracts), train control (migrating program to implement ETCS at DB) and infrastructure (modularizing and standardizing infrastructure technology)
- Executed project management and specification for rolling stock procurement; implemented business-driven project organization for rolling stock procurement and technical lifecycle management
- Designed systematic warranty management and respective stabilization of rolling stock delivered during late 1990s

Head of Competence Centre Operation and Mobility (Research and Technology Centre)

01/1999 – 09/2000

- Ran feasibility studies for the development of rail operations and mobility studies for future applications

Head of Strategy, Planning and Management (Research and Technology Centre) 07/1994 – 12/1998

- Managed and updated Deutsche Bahn AG's research and development plan

Earlier positions: Consultant for Research and Development Plan, Strategic Division Feasibility Study, and Maglev Feasibility Study

PROFESSIONAL AFFILIATIONS AND LEADERSHIP

Head of Rolling Stock Sector at International Union of Railways (UIC), Paris 01/2007 – 03/2014

World Congress for Railway Research (WCRR) Executive and Organizing Committee Member
06/1995 – 12/2007

- WCRR project manager for events in Tokyo (1999) and in Cologne (2001)

Project Manager for DB – East Japan Railway Company cooperation development 06/1992 – 12/2001

EDUCATION

University of Stuttgart, Civil Engineering, Road and Traffic, Rail and Traffic Engineering 12/1985

Thesis: feasibility study for a new tram line from Stuttgart-Moehringento Fasanenhof (Prof. Heimerl)

- Science assistant for Transport Association Stuttgart (VVS), "park & ride concept" project for the new commuter line Böblingen – Herrenberg and at Road and Traffic Engineering Institute
 - Studied traffic engineering at ETH Zurich; served as science assistant to prepare and manage a rail conference for Swiss Railways
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COMMUNITY SERVICE

Board Member of Rays of Hope e.V., Frankfurt (Sponsor for Lesedi la Batho and Camphill) 2015 – Present

Management Consultant for Lesedi la Batho in Mabopane Township, Pretoria, South Africa 2014 – Present

- Developed master plan for Lesedi la Batho, prepared and managed 9 workshops addressing the basics of project management and with team-building

LANGUAGES

German (native); English (fluent); French (conversational); Norwegian (basic)

Key Personnel Resume – Lead Commercial Advisor Mark Evans

MARK E. EVANS

- Senior Executive with broad international and general management experience in all aspects of strategic planning, finance, and accounting, business development and project management in the solutions and manufacturing industries
- Successfully led business turnaround, built close partnerships with the executive teams, Board of Directors and internal and external partners
- Formed internal and external alliances to implement strategies bringing sustained business performance and increased profitability for shareholders
- Unique ability to identify root cause and successful solutions of execution challenges and a disciplined approach to risk identification and mitigation, leading to total business improvement in multiple areas of the business performance

AREAS OF EXPERTISE

- Strategic Financial Planning
- Business Development
- Team Building & Coaching
- Organizational Restructuring
- Financial Analysis
- Organization Motivation
- Process Improvement
- Change Management
- Budgeting, Forecasting & Reporting
- Consensus Building
- SOA Compliance
- Strategic Implementation

EXECUTIVE EXPERIENCE

Siemens Industry, Inc. Building Technology Division - Buffalo Grove, IL

BT offers energy efficiency, performance contracting, HVAC, Fire and Security products, solutions and services for buildings and infrastructure. BT annual revenues exceed \$2.7 Billion with over 8700 employees in 120 branch offices in the Americas.

VP, General Manager, Western Region US

10/2014 – 10/2016

Lead over 600 sales and operations employees in 6 major branch offices to deliver over \$280M in orders and revenues in the total building automation industry.

SR. VP, Chief Financial Officer

3/2011 – 9/2014

Direct the financial and operational accounting, controlling, analyzing, planning, reporting, enterprise risk management and SOA compliance of Americas Region Profit Center (Canada, US and South America). Additional responsibilities: Information Technology, Supply Chain Management, Procurement, Performance Controlling, Enterprise Risk Management, Facilities, and Import/Export Compliance.

- Improved all areas of asset management and lowered average net working capital by 2 points from 7.5% of revenues to 5.5%. Improved overdue receivables from 5.5% of revenue to 4.5%. Improved DSO – day's sales outstanding, from over 60 days to 55 days. Drove improved cash flow from a cash conversion rate of .92 to 1.08 in 18 months.
- Led the improvement of return on sales from 10.7% in 2011 to 11.7% in 2013 with a target of 13% in 2013. This was the result of increasing annual productivity to over 4% in a historically lean and well operating organization. This was achieved by raising the bar in selectivity in

project acquisition to higher gross margins while implementing sustainable process improvements.

- Improved Supply Chain Management by value stream mapping all processes leading to the implementation of a more efficient manufacturing process, bringing down inventory levels, improving on time delivery time percentage with annual cost reduction in the supply chain process by over \$5M in the first year on \$260M in product revenues.
- Led the integration of an acquired consulting firm with over \$24M in revenues, including transferring of their ERP to SAP as well as, transfer of over 160 employees to Siemens' payroll, IT, Legal and Financial Reporting Guidelines.
- Led the redesign of the financial organization from a business unit to business line structure, reducing complexity and resources required to support the business line demands.

Siemens AG Berlin Germany – Mobility Division, Turnkey Solutions – Berlin, Germany

3/2009 - 2/2011

Siemens Mobility provides public transportation solutions to the passenger rail Industry throughout the world. Turnkey Solutions acts as a general contractor integrating two or more of the internal rail solutions technologies under one contract for the client.

VP, Finance And Business Administration

Financial and contractual responsibility, strategic alliances, contract and subcontract management, and financial consolidation, planning and reporting for over 30 projects in 20 countries.

- Led a legal and management team to successfully settle over \$300M in claims and counter-claims out of court, avoiding lengthy and costly litigation with a major department of public works. This required the establishment of credibility, authenticity and trust with the government agency as well as negotiations with the internal stakeholders. It was one of the single largest litigation settlements in the history of Siemens USA.
- Improved working knowledge and understanding of global cultures and business practices.
- Developed the basis for a Middle East strategy for the Mobility Division by working with local representatives and formulating new business acquisition sales funnels and three-year business plans.

Siemens Transportation Systems, Inc. Sacramento, CA

8/2003 - 2/2009

Siemens Transportation Systems, Inc. is the US operating company representing the Global division of Mobility and provides public transportation solutions to the passenger rail Industry in the US. Annual revenues exceed \$1.1 Billion with 2400 employees.

Chief Financial Officer

Directed the financial and operational accounting, controlling, analyzing, planning, reporting, enterprise risk, interface with KPMG for external financial statement auditors, management and SOA compliance, Information Technology, Supply Chain Management, Procurement, Performance Controlling, Enterprise Risk Management, Facilities, and Import/Export Compliance.

- Successfully led rolling stock manufacturing restructuring program moving the operations and finance functions from negative profit margins and negative cash flow to record backlog of \$1.1B, positive cash flow at \$126M and rolling stock Return on Sales to a record 16% - the best EBIT reporting from any Siemens rolling stock division globally.
- The foundation of the turnaround program was the institution of Siemens Manufacturing and Financial Excellence programs which defined responsibilities, developed and led a financial and commercial project management skill enhancement training, provided consistent communication and expectations resulting in transforming the Rolling Stock manufacturing into an organized and efficient process driven operation.
- Member of the Board of Directors, Compliance Review Board and reported to the Audit Committee.
- Collaborated with and fully supported KPMG, the financial statement auditor for STS, Inc.
- In 2009, led the financial integration of a separate operating company within the Siemens

family and prepared the new organization to join a newly formed company, Siemens Industry, Inc. as a new division.

- Created a sense of pride, order, collaboration, and a common and clear understanding of the vision and mission of STS, Inc. for the future.

Siemens Transportation Systems, Inc.

12/1991 - 7/2003

Positions from 1991 through 2003:

Director, Finance and Business Administration, Turnkey Solutions - Sacramento, CA

10/2002 - 7/2003

Director, Business Improvement - Sacramento, CA

7/2001 - 09/2002

Director Business Development SE Region - Alpharetta, GA

1/2000 to 7/2001

Director, Finance and Administration, Tren Urbano project - San Juan, Puerto Rico

7/1996 to 12/1999

Business Unit Controller, Traction Power Systems - Portland Oregon

7/1991 to 7/1996

Other Professional Experience

- January 1989 - June 1991: Business Unit Controller, Siemens Energy and Automation, Inc. Alpharetta, GA
- July 1986 - Dec. 1988: Business Manager, Electromagnetic Sciences, Inc. Norcross, GA
- March 1984 - July 1986: Sr. Contracts Administrator, SSS, Inc. Melbourne, FL
- January 1980 - March 1984: Contract Administrator, CSC, Inc. Atlanta, GA

EDUCATION

- Bachelor of Science, Business Administration, Florida State University, Tallahassee, FL
- Associates of Arts, Business Administration, Brevard Community College, Melbourne, FL

PROFESSIONAL TRAINING

- "Top Management Course" October 2009 Feldafing, Germany "Development Center (DCU)" July 2003 Feldafing Germany "Management Development Conference" Level 3, Siemens Cary, NC
- "Intermediate German 1 - 3", Siemens Language School Munich Germany "Advanced Civil Rights" American Passenger Transportation Association "General Accounting/Project Cost Accounting", JD Edwards
- "Contract and Change Management", Santa Clara Law School

MEMBERSHIPS

Financial Executives International (FEI) 2006-2010

LANGUAGES

English-Native, German-Basic Conversational, Spanish-Basic

Attachment B: Resume of the new expert for the position of Lead Operating Manager

MICHAEL HÄSSLER

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PROFESSIONAL EXPERIENCE

DB Netz AG, Region West, Head of Sales and Scheduling (Duisburg) Director Operations and Scheduling, I.NM-W (Oversaw unit of 150 staff with 650 million EUR yearly turnover)	2012 - Present
<ul style="list-style-type: none">▪ Provide routes and non-discriminatory track access to national and international train operators▪ Oversee rail infrastructure development, capacity planning and scheduling (including high speed ICE trains to/from Hanover/Berlin, Frankfurt/Southern Germany, Amsterdam; Thalys trains from/to Brussels with high speed rail junctions in Cologne, Duisburg and Dortmund)▪ Manage key accounts with ProRail (Netherlands) and InfraBel (Belgium)▪ Coordinate political engineering and press relations	
DB Netz AG, Region West, Head of Operations and Maintenance (Hagen) Director Operations & Maintenance Hagen, I.NP-W-D-HA (Oversaw unit with 500 staff and 75 million EUR yearly turnover)	2009 - 2012
<ul style="list-style-type: none">▪ Oversaw operations and maintenance of railway infrastructure in the Southern/Eastern part of the Federal State of North Rhine Westphalia, including Dortmund high speed rail junction	
Siemens AG, Key Account Manager Rolling Stock (Erlangen, Rome, Dubai)	2006 - 2009
<ul style="list-style-type: none">▪ Managed key accounts for metro and tramways in the Middle East and Turkey▪ Served as Project Director for high speed train acquisition in Italy (ICE 3 / Velaro Italia) and designed project environment, including station redesign and track layout▪ Coordinated political engineering, financing, pre-acquisition, negotiations with clients and bid activities▪ Temporarily assigned to Siemens Financial Services as a Senior Financial Advisor for export credits in 2008-2009	
Siemens AG, Sales Manager Turnkey Systems (Berlin, Istanbul)	2002 - 2005
<ul style="list-style-type: none">▪ Served as Sales Manager for integrated rail mass transit systems on a turnkey basis▪ Worked in key sales markets: Turkey, South Africa, Algeria▪ Ran pre-acquisition, negotiations with clients and coordination of bid activities	
DB Station & Service AG, Manager Strategy (Frankfurt/Main)	2000 - 2002
<ul style="list-style-type: none">▪ Managed Corporate Strategy: Reorganization of the Railway Stations Division▪ Introduced "Strategic Management Process" to DB Station & Service AG	

DB Station & Service AG, Project Manager (Hanover) 1998 - 2000

- Served as Project Manager for the construction and maintenance of railway stations in the context of the EXPO 2000 world exhibition in Hanover

OTHER PROFESSIONAL ACTIVITIES

German Agency for Technical Cooperation (GTZ) (Hanoi) 2002

- Provided freelance consulting in Vietnam
- Developed a business strategy for Vietnam Railways

European Parliament (Strasbourg) 1992 - 1994
(part-time during Strasbourg parliamentary session weeks)

- Assisted the Vice President of the European Parliament, Ursula Schleicher MEP, on a part-time basis
- Prepared political papers, contacts to media and interest groups
- Focused on the environment, public health, consumer protection

ACADEMIC EXPERIENCE AND EDUCATION

University Professor (University of Wuppertal) since 2014
(part time)

- Full professorship (W3)
- Lectures, seminars and research projects in rail systems engineering & operations
- Recruited engineers for DB Netz AG

Assistant Professor (German Jordanian University, Amman) 2006 - 2008
(part time)

- Part-time (40%) assistant professorship
- Taught courses in urban and transport planning, history of architecture
- Contributed to developing the university's degree and curriculum structure and content

Doktor-Ingenieur, PhD equivalent (Karlsruhe University of Technology) 2003 - 2005
(part time)

- Thesis: *Railway Station and City: Interactions Between Railway Stations and their Urban Surroundings*

Diplom-Ingenieur, Master of Science equivalent (Karlsruhe University of Technology) 1998

- Faculty of Architecture; major fields of study: urban and transport planning
- Studies abroad: Curitiba, Brazil (1997); University of Rome (1994-95)

PROFESSIONAL QUALIFICATIONS AND CERTIFICATIONS

- Chief Engineer (certified by Railway Construction and Operations Law to head operations and construction of railway infrastructure according to § 47 (1) 1. EBO) 2011
- European Railway Engineer, certified by the Union of European Railway Engineer Associations 2001
- Architect, authorized to submit documents to approving authorities 2000

LANGUAGES

- German (Mother Tongue)
- English (Business Fluent)
- Italian, French (Fluent)
- Portuguese (Conversational)