



Board profile, Torben Høeg Bonde

Experienced chairman of the board and senior executives within the area of Energy, Manufacturing, Service, Information Technology and Digitalization.

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Denmark

DoB: June 21, 1960

The last 35+ years I have been working as chairman of the board and senior executive in some of the most challenging companies and organizations generating experience on how to define successful strategies and ensure execution. I have special industry knowledge withing energy, manufacturing, Service, Information Technology, and digital transformation.

I have been chairman of the board at Verdo during a period with exchange of CEO, media exposure and political pressure, still managing to define a clear strategic direction, selling electricity grid, and buying critical power and technical lighting infrastructure valued at 1b Dkk.

In ProV International, acting board member, taking responsible building the European division into an 80m Dkk. business, defining Go to Market strategy and hiring regional team.

Prior to my board career I have more than 35 years' experience from major international companies continuous delivered internal and external digital offerings. Below some recent examples:

Global responsibility of IT infrastructure and co-worker solutions to IKEA's stores and distribution centers with a +700 FTE/FTC organization and budget of +200m€

In Vestas going through several transformations with globalization, low-cost shared service center, outsourcing, building cloud capabilities and agile two-speed delivery model. Being responsible for an organization of 1.000 FTE and a budget of 1b Dkk.

Responsible for global IT within Nilfisk, transforming a local operational model into a global structure having responsibility of digital products and services target professional customers.

During the years being senior delivery responsible for several major ERP and technology programs e.g. global SAP roll-out in 30 business units and Salesforce, ServiceMax, Workday programs.

Part of several international advisory boards and universities in Denmark and internationally.

Strong educational foundation in business theories from Danish and international universities.

Received acknowledgments and honors both in Denmark and abroad.

Key competencies and experience:

- Strategy development from Mission and Vision to tangible deployment plans and progress reporting
- Customer and market orientation – building business- and operating models from detailed analysis to decision.
- Stakeholder and communication management in media exposed resulting in opinion turned around including handling complex and critical political environments and governmental institutions.
- Trusted advisor to senior executives with a coaching approach
- In depth knowledge on Information Technology, globalization of IT landscape and infrastructure, Shared Service, low-cost sourcing, outsourcing, cost optimization and customer improvements
- Digital products and services offerings including model 2 agile DevOps and integration into traditional value chain.
- Focused on Energy sector, manufacturing, logistics and IT Services
- Experience in Cyber Security, GDPR, PLM, PDM, MDM, Robotics and AI

Personal competencies:

- Strong empathic skills and ability to assess own strengths and weakness towards the situation and needs
- Engaging and team oriented – focused on getting all involved and committed
- Long term oriented and short term impatient
- Holistic with sense of detail
- Person before position

Marital status: Married to Louise Høeg (Board member, consultant, and member of the local Municipal)
Children: Regitze Helena Bonde, 1997 (Stud.Med, Aarhus University)
Daniel Oliver Bonde, 1994 (Cand.Merc Finance, BSS, Aarhus University)

Board and trusted positions:

- Chairman of the Board, Verdo (Utility company, DK) 2018 –
- Member of the board, Verdo 2016 -
- Member shareholders Committee, Verdo 2014 -
- Acting Chairman of the Board, ProV International (IT service and off-shoring company, US) 2017 –
- Board member, Orbit Online (IT software and solution company, DK) 2020 –
- Member of the trustee's fund "Fonden" – a +150mdkk building owner at Aarhus Centre 2011 –
- Chairman of the Board, Speed Color (Manufacturing company, DK) 2021 - 2023
- Board member, Acrimo (Manufacturing, Project and Service company, DK) 2021 - 2022
- Member of Portfolio Committee, KOMBIT (IT solutions to the public sector) 2018 - 2019
- Board member, NetGroup (IT hosting and services company, DK) 2016 – 2020
- Chairman, CIONET Denmark 2015 - 2018
- Steering Committee member IT Vest 2014 – 2018 (overseeing IT educations at the Universities in Aarhus, Aalborg, and South Jutland)
- Initiator and Steering Committee member in "Makers City" – a non-profit organisation supported by Danica and Randers Municipality focus on bringing traditional Manufacturing traditions together with IoT
- Member of the Information Technology advisory board at the IT University (ITU) in Copenhagen 2013 - 2016
- Member of the Information Technology & Communication advisory board at Aarhus University 2011 - 2015
- Member Centre of Information Mgmt. advisory board at Aalborg University 2009 – 2013
- Chairman of the Board Frit Oplysningsforbund 1987 – 2011 (non-profit organization growing from 3FTE to 150 FTEs)
- Board member CompanyBase A/S, Glostrup, September 2008 – Marts 2010

Executive experience:

<i>Position & company</i>	<i>Period</i>	<i>Achievement</i>	<i>Business impact</i>
Interim head of Tech Services at IKEA 	2022 -	<ul style="list-style-type: none"> Leading global delivery of datacentres, compute, service management & operations in +500 IKEA stores and distribution centres 	<ul style="list-style-type: none"> Stabilisation of global team of +700 co-workers Transformation of operating model Improved operational stability.
Acting Head of Operations ProV Europe 	2019 - 2021	<ul style="list-style-type: none"> Formulated overall company strategy Put together new regional team Successfully heading sales towards Maersk Drilling, Makeen, Alimak, Carlsberg Reorganised global delivery 	<ul style="list-style-type: none"> Clear business priorities and goals Defined GoToMarket strategy Adjusted cost base to Covid19 Revenue generating Successful delivery of several projects
Senior Vice President, 	2018 - 2019	<ul style="list-style-type: none"> Transforming global IT Operation model and organisation Digital delivery model Cost optimisation 	<ul style="list-style-type: none"> Standardised and global business model Digital products and service Efficient and cost focused
Consultant / own company	2018 - 2018	<ul style="list-style-type: none"> Build own value proposition Customer offerings to SKF, eWork and Makeen Energy 	<ul style="list-style-type: none"> ERP program recovery (SKF) Market and sale strategy (eWorks) Field Service Solution (Makeen)
Senior Vice President, 	2014 - 2018	<ul style="list-style-type: none"> IT a business-oriented value generator and capturing digital opportunities Redefine IT business model, operating model, and organisational design Outsourcing of IT dev. and operate activities Enable company strategy through comprehensive project portfolio including multi-year ERP programs Introduce and take ownership of Business Process Management (BPM) 	<ul style="list-style-type: none"> Revenue generation and customer lock-in through digital products - transform Vestas into a "software" company IT operation model being business oriented, flexible, and agile Implement SAP, MES and PTC solutions without delay and business disruption IT cost base best in class in industry - 1,3% of revenue vs. industry average 2,5% Operational efficiency improvements through BPM and MDM
Senior Vice President, 	2010 - 2013	<ul style="list-style-type: none"> Turnaround and downsizing IT organisation Offshoring of 1/3 of IT to Manila, Philippines Enable operational efficiency initiatives requested from business peers 	<ul style="list-style-type: none"> IT cost base cut by 60% and FTE from 850 to 350 Overall companywide capacity cost base cut from 1.2b€ to 600m€ in one year Contributed to saving company from bankruptcy and at same time maintained IT offerings

Vice President, 	2004 - 2009	<ul style="list-style-type: none"> • Hyper growth developing IT from 70 FTEs to 850 • Aligning Vestas value chain through implementing an integrated SAP template to Sales, Service, Construction, PLM and Finance • Hands-on Program Mgmt. for 9 months to secure first go-live 	<ul style="list-style-type: none"> • Enable Vestas Industry leadership by enabling business development in growing number of sites, FTE etc. • Common way of working and transparency across Vestas value chain • Successful launch of first SAP entities on global template
Group IT Manager, 	1999 - 2004	<ul style="list-style-type: none"> • Aligned NEG Micon's value chain through implementing an integrated IT template to all main functions based upon SAP and PTC • Integrate several local IT organisations into on global unit • Implement global SAP 	<ul style="list-style-type: none"> • Company developed from minor national player to a mid-sized global company being no. 3 in the industry • One joint, matured, and transparent business operating model • Standardised IT services and optimised cost
Department lead/KAM LEC (Later IBM) 	1997 - 1999	<ul style="list-style-type: none"> • Co-formulation of business strategy in Process division • Sales and Marketing responsible towards Danish Crown, Tulip and Steff-Houlberg • Deliver agreed solutions to customers 	<ul style="list-style-type: none"> • Keep Danish Crown as customer despite huge dissatisfaction at the time of employment. • Growing revenue and becoming LEC's second largest department • Developed LEC's SAP business organisation
Senior Manager, 	1997 - 1997	<ul style="list-style-type: none"> • Responsible for sales and delivery of consultancy • Responsible for administrative tasks when setting up of consultant organisation. • Participating in major SAP implementations 	<ul style="list-style-type: none"> • Revenue through consultant and Program Mgmt. services delivered to Danisco and Grundfos
Project Manager, MD Foods (Later Arla) 	1990 - 1997	<ul style="list-style-type: none"> • Member of the management team in Danish market division • Program management of various project teams e.g. SAP R/2 roll-out and SAS IS • Project manager BPR initiative 	<ul style="list-style-type: none"> • Matured IT platform across Production, Logistic, Marketing, Sales, and Finance • Redefine Sales and business process • Create Sales reporting system
Departmental manager "Dansk Ost", a 95% owned subsidiary to MD Foods (Later Arla)	1987 - 1990	<ul style="list-style-type: none"> • Daily management internal Sales co-ordination office • Co-ordination tasks across Sales, Marketing, Logistic and Production • Management IT / BPR projects 	<ul style="list-style-type: none"> • Campaign management and sales execution • United the internal Sales co-ordinators in a central function from a decentralised structure
Marketing Manager, TH Jensen Tires	1985 - 1987	<ul style="list-style-type: none"> • Marketing responsible within wholesalers and 6 tyre centres 	<ul style="list-style-type: none"> • Success anchoring the new marketing function

Theoretical education:

1983 – 1985	MBA in Business administration (Marketing), Aarhus Business School (Aarhus University)
1980 – 1983	General business financial exams (HA), Aarhus Business School (Aarhus University)
1977 – 1980	High-school certificate, Langkær gymnasium
1967 – 1977	Primary and secondary school, Haldum-Hinnerup school

Course (extract):

2021	CBS, Board Masterclass
2021	Dansk Energi, Certificated board education
2008	Financial Seminar for Senior Managers programme, London Business School.
2008	Vestas Executive Development Programme, IMD, Lausanne and Singapore
2008	6 sigma and Lean roadmap, Vestas Academy, London
2007	Group IT Leadership and Governance programme, Aarhus Business School
2006	Service Level Agreements course, Stamford Global, London
2006	Change and Change Management in Asia, INSEAD, Hong Kong
2005	IT Service Management certification, Getronics Ltd, London

Nominations and achievements:

2016	Nominated European CIO of the Year, Amsterdam
2016	CIO Nordic award, Riga
2012 -	Key-note speaker at C-level summits three times a year in various countries in Europe
2012	Runner up, IT Decision Maker of the Year, Management Event
2011	CIO of the Year, IDC Denmark
2010	Best IT Department of the Year, Børsen.
2010	IT Decisions Maker of the Year, Management Event.
2009	Runner up, CIO of the year, IDC Denmark