

CURRICULUM VITAE

Name : Koen Bogers
Telephone & email :
Date & Place of birth : 14 March 1969 Hamont (Belgium)
Nationality : Dutch/Belgium

Summary : Executive | CEO | MD | Board member | Technology | Engineering | Corporate | Scale Up | Profitable Growth | Energy Transition | Industrial Automation & Software | Smart Infrastructure & Buildings

Profile : Experienced CEO / GM / MD / Board member with a demonstrated P&L experience of 2B€+ in tech, engineering & construction. Most recently driving the ENERGY TRANSITION in a large part of The Netherlands as CEO of grid company and DSO, STEDIN. Skilled in profit improvement, growth, organizational and management development, strategy & business planning and implementation, go-to-market, executive account management, business models, business mix diversification & restructuring. Experience with EPC, projects, service, O&M, product, licensing, SaaS, Performance Contracting, Joint Venture Management, M&A and due diligence. Technology, engineering, software, hardware & people adding value to our customers and society. Energy (Power Generation, Oil&Gas, Grids), Renewables & Environment (Energy from Waste & Biomass, Grids), Smart Infrastructure & Buildings (Automation & Security Software), Digital Industries (Automation, Software), Life Sciences & Process Industries. Corporate and Private Equity. International, multi-disciplinary, multicultural.

CURRENT POSITIONS : **Executive:**

- **Sabbatical**

Non-Executive:

- **Chairman Supervisory Board (Voorzitter RvC) - Kersten Technische Bedrijven**
- **Member Supervisory Board (Commissaris) - PWN**
- **Advisory Board Member - LifeHikes**

Previous Experience :

Stedin Groep NV, Rotterdam.	(2021 - 2025)
Babcock&Wilcox Vølund A/S, Copenhagen	(2018 - 2021)
Siemens, Dubai UAE Middle East	(2014 - 2018)
Siemens, The Hague The Netherlands	(2004 - 2014)
Stork GLT JV, Groningen The Netherlands	(2004 - 2009)
Siemens, Istanbul Turkey	(2001 - 2004)

Siemens, The Hague The Netherlands	(1996 - 2001)
Royal HaskoningDHV, Rotterdam NL	(1992 - 1996)
Royal Dutch Shell, The Hague NL	(1991 - 1992)

2021 - 2025 CEO & Chairman (Vz RvB), STEDIN Groep, Rotterdam - The Netherlands

- STEDIN is a large Distributed System Operator; developing, operating & maintaining the electricity and gas grid in multiple Dutch provinces (Utrecht, Zuid Holland & Zeeland) - **7B€+ assets; 2B€+ P&L; EBITDA 30%+; 1B€+ yearly investments and growing; 6000+ team**
- Refocusing strategy, securing Long Term Financing and developing the organization for doubling its investment level to enable the energy transition towards massive electrification, renewable power generation and green gases. Pushing radical automation and flexibilization of the electrical (smart) grid in order to facilitate fluctuating renewable sources while maintaining an affordable and reliable grid

2018 - 2021 Managing Director, Babcock&Wilcox Vølund A/S, Copenhagen - Denmark

- Restructured the company in multiple phases while retaining key competences, **restoring profitability/EBITDA (from -25% to +5%)** & competitiveness (project cost base -22%), improving the business mix and risk profile, setting it up for managed profitable growth; **150M€+ P&L; 400+ team**
- Worked closely with **Private Equity** shareholders of Babcock & Wilcox Enterprises Inc (B. Riley Financial, Steel Partners, Vintage Capital) on strategic M&A options
- Responsible for the full Global P&L, Energy-from-Waste and Biomass Power Technology
- Projects and customers globally, specifically in the Nordics, UK, US, Spain, India, China, Indonesia

2014 - 2018 Senior Executive Vice President, Siemens LLC UAE, Building Technologies Middle East, Dubai & Abu Dhabi - UAE

- **Improved EBITDA from low single digit (4%) to double digit (11%); drove exponential growth (+300%)** in Building Performance & Sustainability business (Energy Efficiency Performance Contracts). Driving Siemens Smart Infra & IOT Technology for Dubai Expo 2020; Executive Account Management of Dubai Airports, Dubai Police; **125M€+ P&L; 500+ team**
- Sales and operations in the whole Middle East, specifically in the UAE, Saudi Arabia, Qatar, Oman, Kuwait and Egypt

2011 - 2014 Country Division Lead, Siemens Nederland, Building Technologies Division, The Hague - Netherlands

- **Improved EBITDA from single digit (5%) to double digit (11%);** addressed new segments (Data centers), expanded market share in Managed services, growth of high value application like Management Systems, Validation Services and Performance Contracts; **100M€+ P&L; 500+ team**

2009 - 2011 Country Division Lead, Siemens Nederland, Industry Solutions Division, The Hague - Netherlands

- Diversified Logistics customer base, started Terminal Automation and cooperation with VDL developing a new AGV; introduced new portfolio (WT products & systems, Metals Process

Technology) in NL market; addressed new segments (Tank Terminals). Dissolved division, portfolio and engineering resources across the other Siemens divisions; **100M€+ P&L; 500+ team; EBITDA 6-9%**

2004 - 2009 Managing Director Stork GLT JV, Groningen - Netherlands

- **Scaled up execution from 3 to 9 projects (+200% Revenue)** in parallel while retaining Delivery Performance (Safety, Quality, Planning & Budget). Scaled Maintenance organisation & drove trust and alignment with NAM O&M organisation
- MD of Stork GLT Joint Venture (Jacobs, Stork, Yokogawa, Siemens) - renovation and maintenance of the Groningen gas field for NAM/Shell; **2B€ multiyear contract; 150M€+ P&L; 1000+ team**

Previous full-time functions

- Several sales, project management, project engineering and research functions at Siemens, Shell and RoyalHaskoningDHV in The Netherlands and Turkey

Previous Non-Executive experience:

Supervisory & Advisory (Board) functions - Netherlands (2009-2014) - Sweden, UK & Brussels (2018-2020) - Copenhagen & Amsterdam (2020-2023)

- Global Partner at Bloxhub, Urban Tech Innovation (Copenhagen)
- Energy Advisor at Techleap's Rise program, Tech Scale ups (Amsterdam)
- Chairman of the Board of B&W Vølund AB (Sweden) and B&W Vølund Ltd (UK)
- Board member of ESWET - European Suppliers of Waste-to-Energy Technology, Brussels
- Member of the Advisory Board TNO and Delft TopTech
- Member of the Board of NAP/DACE and Stichting Ijkdijk
- Chairman of the Foundation for the TU Delft Chair for Management of Engineering Projects
- Member of the Advisory Board of the Lean Management Network

Education : **Supervisory Board Cycle (NCC72)**, Nyenrode, Breukelen NL, 2025
Master of Business Economics (MA / Drs.), Erasmus University Rotterdam NL, June 1999
Black Belt Aikido Martial Art (1st Dan), Aikikai Aikido Japan/NL, 1996
Master of Science Electrical Engineering (MSc Eng / Ir.), Technical University Delft NL, Aug 1992
High school - Gymnasium Hertog-Jan College, Valkenswaard NL, '81-'87

Languages : Dutch, English, German, (Turkish, French, Danish)