

SIEMENS

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Date	March 16, 2015

TO WHOM IT MAY CONCERN

Dear Mr. Carr,

Mr. Andrew Carr worked as Contract Manager Execution in Siemens AG Division Energy Management from 1 November 2014 until 30 April 2015.

He was requested to work on Offshore Grid Access Projects (EPC), especially to handle contractual/claim issues towards the client, consortium partner and subcontractors (on- and off-shore).

His services were an important support function to the project management, helping to minimize risks and avoiding financial discrepancies and to make use of opportunities by providing professional contract administration and claim management.

The services provided were in particular:

- General advice and support to project team members in the execution of the projects to secure Contractor's rights and entitlements.
- Identification and recording of opportunities for Contractor's claims and contractual amendments; supporting the preparation of the associated correspondence
- Analysis of incoming claims, preparing of the associated correspondence as well as defending incoming claims, claim approvals; management of dispute avoidance.
- Updating register of all claim-relevant events.
- Advising the Project Management Team on the contract-compliant handling of variations.

Mr. Carr was also involved in technical issues. The result of this work has enabled Siemens to agree a supplement to the main contract.

Due to his extensive experience in executing various plant engineering and construction projects and his very good understanding of commercial, legal and technical issues in project business his services were made use of to solve specific issues in the project.

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Mr. Carr has now moved back to his consultant office cpcm. We thank Mr. Carr for his extraordinary efforts and his successful support and wish him all the best for his personal and professional future.



Nils Schittenhelm