

EnBW Energie Baden-Württemberg AG  
Fischertwiete 1, Haupteingang Haus B · 20095 Hamburg



CPCM  
Andrew Carr  
Prinzregentenstraße 7  
10717 Berlin

Fischertwiete 1,  
Haupteingang Haus B  
20095 Hamburg  
Telefon +49 40 533268-0  
Telefax +49 40 533268-200  
www.enbw.com

Name Frank Lehmann  
Bereich EnBW F-CEEP  
Telefon +49 40 533268-180  
Telefax +49 40 533268-0  
E-Mail f.lehmann@enbw.com

#### EnBW reference for Andrew Carr Bsc MRICS

22. April 2017

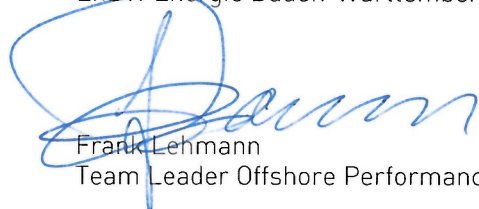
To whom it may concern

Andrew Carr, Cpcm has contributed to our offshore wind park project "He Dreiht" in the North Sea. Andrew Carr was part of the CAPEX and Risk evaluation team and represented the commercial side. Andrew's duties involved the price and risk estimations for new wind turbines, a substation and sea cabling for the project. Regular team meetings were organized with the technical engineers to provide the specifications for a new wind park with the most modern up to date technology available.

A detailed fast track construction program was established with critical activities accelerated to achieve major bid savings. Substantial savings to the operational costs (OPEX) were achieved by the procurement of the larger wind turbines. Andrews commercial coordination and management with the Hamburg team enabled regular financial reports and recommendations to complete the tender project management process. Andrew accumulated and presented each new capital expenditure (CAPEX) bid on a bi monthly basis. This summarized all the cost estimates via bid case freeze dates established with the team participants. Weekly jour fix meetings were held with all engineers and reports were presented to the "He Dreiht" project manager.

As part of the project team, Andrews continued commercial and value engineering and support to EnBW has actually achieved impact to enable EnBW to submit a realistic and competitive bid for this project. Andrew, Cpcm commenced this intensive value engineering work in September 2016 and has now paid off with EnBW winning the complete He Dreiht Contract.

Yours sincerely  
EnBW Energie Baden-Württemberg AG



Frank Lehmann  
Team Leader Offshore Performance Controlling

Sitz der Gesellschaft: Karlsruhe  
Amtsgericht Mannheim  
HRB Nr. 107956  
Steuer-Nr. 35001/01075

Vorsitzender des Aufsichtsrats:  
Lutz Feldmann

Vorstand:  
Dr. Frank Mastiaux (Vorsitzender)  
Dr. Bernhard Beck  
Thomas Kusterer  
Dr. Hans-Josef Zimmer