

Attached to this letter you will find my detailed resume'.

I would like you to consider the activities and results I achieved in the following areas:

- **Business:** held business management positions. Carried out diversification and growth programs; supported JV and M&A activities. Launched new products and services. Established strategic partnerships. Successfully completed a number of funding rounds within a high tech semiconductor company
- **Leadership:** formed and led sizeable groups in different countries (Europe, APAC and USA) with various backgrounds in highly dynamic environments. Drove performance, managed talents, and change within large and diverse organizations
- **Extensive industry and academic network,** in particular, throughout the whole ICT, telecom and datacom value chain
- **Cross-functional team management:** led development and commercialization programs in various fields, from medical and hard copy devices to semiconductors and telecom systems. Demonstrated ability to operate with flexibility and to motivate people working in non-hierarchical teams in diverse cultures. Managed integration programs.
- **Technical:** university degree in Physics, research at University, CERN, 3M Labs. Managed groups with various backgrounds: hardware, software, chemistry, optics and mechanics. I developed competence in material science, imaging and medical, then telecom networks, smart city, e-services and ICT technologies. On several occasions I was invited to present papers and to chair international events and congresses

I am currently **SVP of Sales, Marketing, and Business Development**, at Skorprios Technologies in Albuquerque-NM, Los Angeles-CA, Austin-TX. I have defined Skorprios product and technology strategy, requirements and roadmaps. I increased the number of customers and strategic partners. I secured NRE programs and orders exceeding forecasts. I coordinated four funding rounds, adding new strategic investors among top ICT and telecom worldwide players. I am leading a business unit for the development of disruptive technologies and products in cooperation with one of the largest ICT-consumer companies. I am an advisor to the State of New Mexico and the city of Albuquerque on matters of ICT, smart city and digital divide. I am also an advisor to a number of data center companies.

Previously, I was **Head of Business Development and Special Projects** within the IP and Broadband BU in Ericsson. Here, I developed and managed the execution of the technology plan for the IP and Broadband BU. I proposed and led a number of projects to intercept novel and disruptive enabling technologies. I identified several start-ups working on novel technologies to speed up the execution of the technology plan: I made several minority investments, and created two joint ventures. I also defined and successfully led a program to improve IP and Broadband top line growth and profitability. Since 2008, I have been the Chairman of the ICT Work Group of the European Platform Photonics21 that I co-founded in 2005 in response to an input from the Commissioner Viviane Reding. Thanks to the work of this European technology platform, Photonics was selected as one of the five Key Enabling Technologies for the future of Europe. EU funding for Photonics within Horizon2020 was €1.5B, more than double that what invested within previous Frame Programs. I was part of delegations that made possible joint EU-USA and EU-Japan joint calls. I have been requested to provide inputs as subject matter expert into several EU initiatives in matter of e-services and ICT and smart city.

I was **VP and Head of the Optical Network Unit**, where I managed the full optical network portfolio that I grew from €710M in 2006 to €850M in 2008. Gross margins grew from 8% to 27%. I reduced by a factor of four the number of part numbers from 2006 to end of 2008, completing all last time buy activities.

I introduced two new packet optical platforms. I achieved a significant number of customer wins in regions where we never did business (almost 40 new customers in two years). I right-sized, harmonized and led a team located at sites in Sweden, Italy, UK, Germany, Norway, China, USA derived from the unification of previous separate Axxessit, Ericsson and Marconi organizations.

I led the supply chain to achieve less than 4 weeks lead time for all products, with delivery precisions higher than 96%. I reduced by 70% the overall adjustment of cost of sales, introducing accurate forecasting process and enabling shorter lead times.

I was **Head of Photonics** for **Marconi**, then **Ericsson**, after the Marconi acquisition, with resources based in the UK, Italy and Germany. I managed the rationalization of four photonic platforms developed at seven sites (about 400 people in total) into one multi haul platform (MHL3000) developed at two major sites and two satellite ones (about 150 people in total). MultiHaul 3000 platform was deployed by several Tier 1 customers for core and metro network applications, became an industry standard and photonic product sales increased from €110M in 2004 to €320M in 2006. Among key deals won in this period: core and metro tenders in Deutsche Telekom, Telstra, TI, Telefonica (through Ericsson prior to acquisition). I championed more than 30 successful trials/tenders and won tenders in China, South Korea, India, and South America.

Prior to Marconi, I was with **Pirelli then Cisco Systems** as the **VP and Head of Project Management, Planning and Control** for all telecom products ranging from optical components (e.g. pump lasers, LiNbO₃ modulators), special fibers, modules (e.g. optical amplifiers) to full terrestrial and submarine network systems with resources in Italy, Germany and the USA. After the Cisco acquisition, I managed the integration of the Pirelli Terrestrial Systems Unit within Cisco.

After a degree in Physics, my career began with R&D activities in material science and electronics, then medical and imaging technologies at the University, post doc and visiting scientist position at CERN, and employment with 3M Corporation. Within 3M, I moved from junior to research specialist roles. This was followed by technical management and business development positions for 3M in Europe and the USA mainly focusing on imaging and medical products. I relocated to the 3M Headquarters in Minnesota, USA, for five years to lead the development of a novel laser imager for medical applications, built using some intellectual property I produced in previous research activities. During this period, I cooperated with many health care providers, among which the Mayo Clinic, which was the first to adopt this new system.

I then established diversification programs for a Silver Halide photographic R&D and manufacturing site with 1500 employees, led a number of business development activities and contributed to its acquisition by a private equity fund.

I hold 10 patents and have 73 papers on innovation, business management, ICT, photonics and telecommunications.

Thank you and best regards,
Alfredo Viglienzoni

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19 NOVEMBRE 2017

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Profile Highlights

- Leadership skills demonstrated in multiple contexts and cultures: built and managed multi-disciplinary groups both in R&D and in business management, in various continents. Hired and formed sizeable teams in short time-frames. Managed restructuring activities with associated headcount reductions
- Technically proficient in several fields, ranging from material science to medical technologies, photonics, ICT, IoT, Smart and Connected Cities, telecom/datacom networks
- Capability of tackling and solving complex problems
- Result oriented, in terms of both business and value creation as well as building effective and well-integrated departments. Gained experience by participating and managing major integration projects
- Able, and willing, to work in multinational, complex organizations with diverse cultures and people. Strong multi-cultural awareness
- Extensive industry and academic personal network

Personal

- Nationality: EU-Italian, Lawful Permanent Resident Status in the USA (Green Card)
- Marital status: Married with two children
- Military service: 13 months of military service in Italy 1983 – 1984
- Languages: Italian (native or bilingual proficiency), English (native or bilingual proficiency), French (limited working proficiency), Spanish (working proficiency)

Career

I joined 3M in 1984. In 1996, 3M's Imaging and Information Sector was spun off as Imation Corp. In 1998, I joined Pirelli in Milano. In 2000, Cisco Systems acquired Pirelli Optical Systems. I joined Marconi plc in 2001. Ericsson AB acquired Marconi in January 2006. I joined Skorpis Technologies, Albuquerque, NM, on 1/1/2014

2014 – Today SVP of Sales, Marketing and Business Development - Skorpis Technologies

- Defined Skorpis product and technology strategy, requirements and roadmaps
- Secured the 2017 order book, exceeding forecasts
- Leader of a BU aimed at delivering a disruptive technology for consumer applications
- Enabled four funding rounds, securing lead and new strategic investors
- Led the acquisition process of a silicon foundry in Austin, TX.
- Coordinated business development activities:
 - Established connections at all levels with customers and partners, securing investments and NRE projects
 - Successfully engaged with multi-national corporations, setting the tone for business relationships globally: this included negotiating terms/contracts and pricing, so to build the long-term success of Skorpis
- Advisor to State of New Mexico and city of Albuquerque on matters of ICT, e-services and connected city
- Advisor to data center companies of data management

2009– 2013

VP, Head of Business Dev. and Special Projects, IP & Broadband - Ericsson

- Developed and managed the execution of the technology plan for the IP and Broadband BU. Proposed and led a number of projects to intercept novel and disruptive enabling technologies. Identified several start-ups working on novel technologies to speed up the execution of the technology plan:
 - Identified organic and inorganic targets for M&A and strategic alliances to ensure IP-Broadband leadership
 - Lead some corporate-wide strategic initiatives, most of them under inter internal NDA
 - Made a number of strategic investments and formed two successful joint ventures, one in China and one in the USA to develop customized products and penetrate local markets. The joint venture with a lead Chinese equipment vendor enabled industry first WDM C-RAN trials
- Identified and enabled a number of IoT and Smart City related opportunities

- Photonics21 European Technology Platform: VP of the ICT work group lead (www.photonics21.org):
 - Invited as ICT expert for EU Horizon 2020
 - Photonics was selected as one of the five enabling technologies for Europe: EU allocated Euro 1.5 Billion funding for 2014-2020 Horizon2020. More than 50% increase with respect to previous Frame Programs

2006 – 2009 VP, Head of Optical Networks BU - Ericsson

- Right-sized, harmonized and led a team located at sites in Sweden, Italy, UK, Germany, Norway, China, USA derived from the unification of previous separate Axxessit, Ericsson and Marconi organizations:
 - Rationalized portfolios by significantly reducing Ericsson, Marconi and Axxessit legacy products
 - Reduced by a factor of four the number of part numbers from 2006 to end of 2008
 - Completed all last time buy activities
- Developed and introduced two new platforms to address WDM and packet optical opportunities
- Grow opto market share outside traditional markets (EMEA and Australia)
 - Several market and customer break-ins were achieved in China, South Korea, Japan, India South America
- Given all the above, ensured revenues and margin growth: Single digit sales growth was secured throughout 2009, from €710M in 2006 to €850M in 2008. Excluding last time buy products, products revenues increased by more than 10%, with an overall volume increase of almost 25% with 10% y/y global price erosion. Overall gross margins improved from 8% to 27%
- Formed a new development organization in China
- Established a number of alliances to complete the portfolio
- Owned the budget and led Ericsson Research activities with focus on optical integration, SDN, network virtualization
- Led the supply chain to achieve competitive lead times - than 4 weeks average for all products - and delivery precision >96%. Reduced by 70% the overall adjustment of cost of sales introducing accurate forecasting process and enabling shorter lead times
- Chaired Fotonica2009 congress in Pisa and invited to several scientific events e.g. plenary session speaker at Photonics in Switching Congress in Sapporo, Japan in 2008.

2004 – 2006 VP and Head of Photonics - Marconi Communications then Ericsson

- Led the rationalization of the Marconi-Ericson WDM platforms: from four platforms developed at seven sites with more than 400 employees to one platform developed at two major sites (Coventry, UK; Genova, IT) and two satellite sites (Nottingham, UK; Pisa, IT) with about 150 employees.
 - The first multi-reach (Multi-Haul) product was realized and analysts created the MH industry standard.
 - After finalizing headcount reduction, I built a strong team and esprit de corps
- Yearly sales increased from €110M in 2004 to €320M in 2006:
 - Among key deals secured in this period: core and metro tenders in Deutsche Telekom, Telstra, TI, Telefonica (through Ericsson prior to acquisition)
 - Championed more than 30 successful trials/tenders and awarded business in areas where Marconi did not have any sales e.g. China, South Korea, India, South America
- Invited by Viviane Reding to create a new European Technology Platform (Photonics21). From initial 15 founding members, Photonics21 exceeded 1,800 members in 2013

2001 - 2004 Photonics Engineering Director – Marconi Communications

- Developed and commercialized a regional photonic system including 10Gbit/s and 40Gbit/s transponders, complete L-band system, Raman amplification for ultra-long spans used for festoon applications.
 - Secured the business in Telecom Italia, and customers in South America with substantial G653 fiber deployments
 - Several successful trials and sizeable customer wins, e.g. Vodafone Italia, Telecom Italia, British Telecom, South Korea Telecom, Romtelecom and China Railway
- Achieved >30% product cost reduction in two years. Build/buy strategy was defined for all subassemblies.
- Coordinated of the strategy of Marconi Optical Component Unit before it became Bookham
 - Realized the first 10G tunable module adopting a tunable laser assy built by Marconi Optical Components

1998 - 2001 VP Project Management – Pirelli Telecom Group then Cisco Systems

- Defined program portfolio, hired and assigned product champions and program managers, formed cross functional teams, implemented "best in class" PMI (Project Management Institute) processes
- Significantly enhanced culture of accountability and capability of meeting deadlines. Met targets for program delivery precision, reduced cycle times by 40% and enhanced commercial returns
- Successful installation and management of a number of crises during the deployment of key customer networks, e.g. USA Global Crossing network to protect \$150M yearly revenues for two years
- Contributed to the definition of the ICT-telecom group strategic outlook: these studies yielded separate M&A's for optical components (acquired by Corning), terrestrial systems (acquired by Cisco Systems), submarine systems (acquired by Alcatel-Lucent)
- After Cisco acquisition, led the integration of the engineering & product organizations within Cisco, which was completed on time including a change of ERP

1997 – 1998 Business Development Director - Imation Corporation

- Member of a 10 people team led by Imation CEO aimed at identifying company growth plans
- Responsible of the re-deployment of tangible/intangible assets of a 1500 people site of which 250 R&D:
 - Plans and partnerships developed
- Developed the industrial plan and contributed to the acquisition of this site by a private equity fund

1996-1997 Program Director - 3M Medical Imaging Systems, then Imation after 3M spin off

- Developed and commercialized the next generation system for conventional radiography to protect a \$150M yearly business:
 - Successfully led a global cross-functional team of about 70 people, which delivered on time and budget a new family of radiographic films, and processing chemicals.
 - Developed the enabling technologies for next generation phosphor screens

1991 - 1995 Product Development Leader - 3M Center, St. Paul, USA

- Successfully led and managed the development of a dry-process film laser imager
- Formed and managed a team of about 50 people at 3M Headquarters in Minnesota (optics, mechanics, hardware and software)
- Build/buy decisions for various subsystems:
 - Managed subcontractors focused on the development of some sub-assemblies (\$35M spending)
- Implemented CMM SW development model – ensured team was consistently operating at CMM level 3
- Supported factory scale up and the finalization of various supply agreements
- Supported initial market developments. Product was announced at RSNA, Chicago, in 1994. The first deployment was done at Mayo Clinic in Rochester, MN, in 1995.

Early Career

1984 - 1991 Various research positions from Junior Researcher to Specialist - 3M Labs

- **Medical Systems**
 - Developed three laser imager prototypes based on a number of novel optics/HW solutions to produce images on a wide range of media. This IP was used within the development of the DryView laser imager in the period 1991-1996
 - Developed a prototype of radiographic film digitizer. This IP was used to enhance the outsourced product line after the build/buy decision
- **New Materials and Systems for Digital Radiography Applications**
 - Identified and studied the properties of new materials to produce large area detectors for ionizing radiations
 - Completed the feasibility study of a number of key enabling technologies used in digital radiography systems e.g. a novel optical assembly for maximizing the collection efficiency of the light emitted by a phosphor-based large area detector

- Completed the development and the deployment of a digital radiography system for clinical tests at the University of L'Aquila and then Rome
- Developed an evaluation protocol for absolute quantitative comparisons of digital radiographic systems. This activity was performed in cooperation with the University of Genova, Hitachi Medical Corporation and Siemens.
- **Contribution to 3M Company innovation**
 - Received two \$60K Corporate Genesis grants, awarded by 3M to sponsor innovative research proposals. Such awards were renewed for a second year - to enable the completion of promising projects
 1. Novel imaging system based on gel volume transition in cooperation with some Italian universities and MIT, Boston. Such a media property enabled the invention of a technology for a skin drug delivery system
 2. Novel ionizing radiation monitor: identified a method and realized system that allowed the detection of both dose and frequency of ionizing radiations. Built a system that operated successfully in a regional service center for 5+ years

Education and Qualifications

- 1981 Post Doc and Visiting Scientist at CERN, Geneva. Studied and measured Neutron - Anti Neutron Oscillations
- 1980 University Degree - Laurea - in Physics (cum laude) - University of Genova. Thesis subject: "Two photon effects in an experiment aimed at detecting quarks in non-relativistic conditions"
- 1976 Per university School after being selected as one of the best 50 Italian high school students
- Various training courses:
 - Management, business, finance, human resources at 3M, then at Pirelli and Cisco Systems
 - Completed all Leadership @ Ericsson Courses
 - BD and M&A training at UCLA

Professional Memberships and Associations

- In 2005, I co-founded the European Platform Photonics21 in response to an input from Commissioner Viviane Reding. From 2008 to 2013, I have been the chairman of the ICT Work Group. Thanks to the work of this European platform, Photonics was selected as one of the five Key Enabling Technologies for the future of Europe. EU funding within Horizon2020 was €1.5B, more than double that what invested within previous Frame Program 7.
- Member of e-mobility European platform
- Part of delegations that made possible joint EU-USA and EU-Japan joint calls
- Invited as ICT expert for EU Horizon 2020 program definition
- Fotonica congress: Conference Executive Committee since 2004. Chaired the Congress in 2009 and 2010
- Life-long member of SPIE, IEEE, OSA

Intellectual Property, Publications and Research

- 73 papers, key presentations on topics related to material science, digital radiography and imaging, photonics technologies, optical networks, and telecom business
- 10 patents
- Delivered several seminars and lessons, e.g. at the Universities of Genova, Pisa, Milan, Rome, Reiss Romoli School, Scuola Superiore S. Anna, Sapporo University, Scuola Superiore Politecnica, UNM in Albuquerque

Alfredo Vigliani
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