



Shad Blidberg Hallam

BOARD BIO • NON-EXECUTIVE & ADVISORY BOARD ROLES

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P&L-tested judgement for board oversight of transport, infrastructure, and industrial companies. Twenty years of CEO, COO and CFO mandates across Nordic rail freight and international express logistics — financial control at CFO grade, oversight of operational transformation at scale, and governance in state-owned, unionised, politically exposed and cross-border environments. Approach to board work: independence of view, constructive challenge of management, and insistence on governance cadence — reporting discipline, defined objectives, clear accountability between board and executive.

BOARD VALUE

Financial oversight CFO-grade control: audit-ready reporting discipline, capital allocation, turnaround finance, IFRS. Owned the EBIT line through recovery and growth.	Transformation oversight Governance of large-scale operational change — production-system redesign, network restructuring, post-merger separation — at 1,300-employee scale.	Stakeholder governance State-ownership interface, unionised and politically exposed environments, safety governance to a record index, cross-border Nordic-Baltic operations.
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MANDATE EVIDENCE

~130 MSEK Structural EBIT impact Rail freight production reset	-21 → +102 EBIT swing, MSEK SEK 1.9bn revenue base	€1.6m EBIT improvement, 12 months National turnaround	95.9 Record safety index 1,300-employee operation
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CAREER & GOVERNANCE RECORD

Founder & Executive Lead	Nomon AB — advisory & board practice	2025 –
Chief Operating Officer	Green Cargo AB (state-owned rail freight)	2024 – 2025
Board Member	Xrail AG — European rail freight alliance	2024 – 2025
Co-Founder & NED	FlexeGRAPH (CleanTech; £1.7m raised)	2018 –
Chief Financial Officer	DHL Express Sweden	2013 – 2018
Chief Operating Officer	DHL Express Sweden	2009 – 2012
Chief Executive Officer	DHL Express Iceland	2007 – 2008

Earlier career: further DHL Express operational and controlling roles across Nordic and international markets. **Credentials:** B.Com (Accounting) • Executive MBA studies, Macquarie GSM • IFRS • LEAN/Six Sigma for Services. **Languages:** English (native), Swedish (fluent).