

## JOHNSEN, Marianne Elisabeth - MBA/Lawyer

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Ms. Johnsen is the founder and managing partner of X-lence Group AS, a management consulting and investment company. Ms. Johnsen is an experienced leader, having acquired her operational management experience both in the public and private sector. At Ullevaal University Hospital she was director and member of the executive management and in the industrial company Elkem ASA she was director of strategy and business development in one of the business units.

Ms. Johnsen graduated as a lawyer from the University of Oslo before obtaining an MBA (with honours) from Solvay Business School in Brussels. Ms. Johnsen has gained extensive board experience during the last ten years both as director and chairperson of the board in different companies (listed and non listed, Norwegian and international) within the areas of technology, shipping, offshore, health, finance, aquaculture, and oil & gas. Ms. Johnsen also has extensive experience within the Humanitarian sector as previous chairperson of the board of the Norwegian Refugee Council. She has also been engaged as strategic advisor to the top management of various companies, being instrumental in several “turn-arounds” and restructuring projects, including M&A’s. Ms. Johnsen today works as a professional board member/chairperson and investor in Norway and abroad.

### Current Board Positions

- 2013 - **NORWAY ROYAL SALMON ASA**  
(Salmon farming and trading)  
**Member of Board of Directors**
- 2011 - **MORPOL ASA**  
(World leading fish farming and processing company)  
**Vice Chair Board of Directors, member Audit Committee**
- 2010 - **ROCKSOURCE ASA**  
(Norwegian Oil Company)  
**Member of Board of Directors, member Audit Committee**
- 2010 - **SPAREBANK 1 GRUPPEN FINANS AS**  
(Norwegian Banking/Finance company)  
**Member of Board of Directors**
- 2009 - **COPEINCA ASA**  
(Peruvian leading fishoil/meal company)  
**Member of Board of Directors, member Audit Committee**

### Current Nomination Committees

- 2012 - **ODIN FUND MANAGEMENT AS**  
(Fund Management)  
**Chair Nomination Committee**
- NORWEGIAN PROPERTY**  
**Chair Nomination Committee**
- 2011 - **NORWEGIAN INSTITUTE of DIRECTORS**  
**Chair Nomination Committee**

## **Former Board Experience**

- 2007 -2013      **CODFARMERS**  
(Fish farming/Cod)  
**Chair Board of Directors**
- 2004 -2011      **GRIEG LOGISTICS AS, THE GRIEG GROUP**  
(Global Logistics)  
**Member of Board of Directors**
- 2009 -2010      **LIV ARNESEN FOUNDATION**  
(Expedition – “in the footstep of Roald Amundsen 2011”)  
**Chair Board of Directors**
- 2009 - 2010      **DET NORSKE OLJESELSKAP ASA**  
(Oil Company)  
**Member of Board of Directors**
- 2003 - 2010      **ODIN FUND MANAGEMENT AS**  
(Fund Management)  
**Member of Board of Directors**
- 2007 - 2009      **LIGHTHOUSE CALEDONIA ASA**  
(Aquaculture)  
**Member of Board of Directors**
- 2004 - 2008      **PHARMAQ AS**  
(Aquaculture)  
**Member of Board of Directors & investor**
- 2003 - 2009      **NORWEGIAN REFUGEE COUNCIL**  
(Independent humanitarian non-governmental organisation)  
**Chair Board of Directors**
- 2005 - 2006      **CSAM AS**  
(Rikshospitalet/Medinnova, IT Software development – start up)  
**Member of Board of Directors**
- 2004 - 2006      **FJORD SEAFOOD ASA**  
(Aquaculture)  
**Member of Board of Directors**
- 2003 - 2005      **HANDICARE ASA**  
(Producer of technical aids for elderly and handicapped)  
**Member of Board of Directors**
- 2002 - 2004      **PETROLEUM GEO SERVICES**  
(Oilfield Service Company)  
**Member of Board of Directors**
- 2002 - 2004      **EMENTOR (ATEA) ASA**  
(Information Technology)  
**Member of Board of Directors**
- 2000–2002      **AKER UNIVERISTY HOSPITAL**  
(Hospital)  
**Member of Board of Directors**

## Work Experience

- 2003 - **X-lence Group as  
Founder and CEO/Chair X-lence Group AS**  
X-lence Group AS is a management consulting and investment company. Main focus for the company is business process improvements as well as business unit build-ups or down-scale. In addition the company deals with various investments.
- 2000 - 2003 **ELKEM ASA  
Vice President Strategy and Business Development, Elkem Shared Services**  
Elkem ASA is a metal company with an annual turnover of NOK 10 billions and 2300 employees. Main business areas are aluminium, silicon and energy.  
  
Member of the division Management and central in the establishment of the division 1st August 2000 bringing all local and central support services together in a shared organization. The Division consist of Financial Services, Information Technology, Supply Management (corporate purchasing), Engineering and Project services, Personal Administration, Salary and Central Laboratory.
- 1993–1997 **ULLEVAAL UNIVERSITY HOSPITAL  
Head of administration Department/ Member of the top management**  
Ullevaal University Hospital is the largest hospital in Norway with an annual budget of USD 400.000.000 and 6200 employees.  
Main responsibilities: Head of Legal, Human Resource and EHS (Environment, Health and Safety). As a member of top management her responsibility included a variety of issues concerning operational, economical, strategic and political issues on short- and long term basis.  
Prior responsibilities: Built up and managed the Legal Section.
- 1990–1993 **NORWEGIAN MINISTRY OF FOREIGN AFFAIRS, NORWEGIAN  
AGENCY FOR DEVELOPMENT CO-OPERATION  
Senior Legal Officer, Legal Affairs Section**  
Main responsibilities: Drafting and negotiating Government to Government Agreements and Civil Contracts. Initiated and developed a new strategy for the Legal Affairs Section.

## Work Experience as a student

- 1988–1990 **NORWEGIAN MINISTRY OF JUSTICE  
Junior Legal Executive, Immigration Department**  
Evaluating appeal applications, political asylumseekers to Norway, close contact with international organisations such as UNHCR and Amnesty International.
- 1987–1988 **UNIVERSITY OF OSLO, FACULTY OF LAW  
Research Assistant, Department of Public Law, Institute of Women's law**  
Research work, lecturing at university level, wide variety of publications.
- 1987–1987 **OFFICE OF THE CONSUMER OMBUDSMAN  
Junior Legal Executive**  
Legal assessment of cases under the Act on Control of Marketing, Contract Terms and Conditions.
- 1986–1987 **LAW FIRM HJORT & CO  
Trainee, Civil and Criminal Law**

## **Education**

1998–1999      **SOLVAY BUSINESS SCHOOL**      **Brussels, Belgium**  
MBA, Master of Business Administration (Graduated with Honours)

1984-1990      **UNIVERSITY OF OSLO**      **Norway**  
Cand. Jur., Speciality course: Contracts in the Oil and Gas Industry

1983-1984      **DØNSKI VIDEREGÅENDE SKOLE**      **Norway**  
Post high school diploma with economics

1982-1983      **UNIVERSITY OF OSLO**      **Norway**  
Examen Philosophicum

**Languages**      Norwegian (mothertongue), English and French (fluent), German (good knowledge),  
Italian (average knowledge)