

A Swiss *Aktiengesellschaft* built by operators, capital allocators, and sovereign-grade infrastructure builders.

ENTITY

ALT Infrastructure SA

SECTOR

GPU & AI Data Center Infrastructure

PRIMARY MARKETS

Poland · Central & Eastern Europe

BOARD COMPOSITION

5 Members · Chairman, Vice Chairman, Independent, 2 Co-Founders

THE MANDATE

ALT Infrastructure SA is a Swiss *Aktiengesellschaft* developing GPU and AI data center infrastructure in Poland and other strategic markets. Its board and founding team bring together senior telecommunications operating experience, multilateral and sovereign capital relationships, and deep Central and Eastern European land and operating capability.

The Board

5 MEMBERS

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CHAIRMAN

Michel Combes
SoftBank · Sprint · Altice · Alcatel-Lucent

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VICE CHAIRMAN · FOUNDER
DIRECTOR

Hunter Lee Soik
UAE · Indonesia · Sovereign Capital

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INDEPENDENT BOARD MEMBER

**Samir M.
Suleymanov**
World Bank · IMF · Africa50

[READ PROFILE →](#)



CO-FOUNDER · OFF-TAKE

Jonas Lauren Norr
Gravity Ranch · SRI · Lac Lemn

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CO-FOUNDER · CAPITAL
FORMATION

Amir Damerdji
QIA · Alvarium · Stanford GSB

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Michel Combes

Chairman of the Board

NATIONALITY

French

ROLE

Chairman of the Board





Michel Combes is Chairman of ALT Infrastructure SA. A French national, he has held some of the most senior operating roles in global telecommunications and technology over the last three decades. He most recently served as **Chief Executive Officer of SoftBank Group International** (“SBGI”), having joined as President in April 2020 and been appointed CEO in January 2022, where he oversaw SBGI’s operating and investment portfolios, including the SoftBank LatAm Funds.

Previously, he served as **CEO of Sprint Corporation** (2018–2020), where he led the company through its **\$26 billion all-stock merger with T-Mobile US**; **CEO of Altice** (2016–2017), having joined as COO in 2015; **CEO of Alcatel-Lucent** (2013–2015), where he led the company’s strategic refocus that culminated in its **€15.6 billion (~\$16.6 billion) acquisition by Nokia**; and **CEO of Vodafone Europe** (2008–2012). Earlier in his career he held senior positions at France Télécom and TDF.

During his SoftBank tenure, Combes served on the boards of numerous portfolio companies including **WeWork**, **Cybereason**, **Contentsquare**, **Jellysmack**, **Kavak**, **OneWeb**, **Sorare**, **Swile**, **TelevisaUnivision**, and **Vestiaire Collective**.

M&A · \$26B + \$16.6B

COMPANIES LED

 SoftBank	 Sprint
altice	 Alcatel Lucent
 Vodafone	

EDUCATION



Hunter Lee Soik

Vice Chairman & Founder Director

GEOGRAPHY

United States · UAE · Indonesia · Italy · South Korea

ROLE

Vice Chairman & Founder Director

Hunter Lee Soik is Vice Chairman and a Founder Director of ALT Infrastructure SA. He is an applied political economist, advisor, and capital allocator with nearly two decades of experience operating at the intersection of *economic diplomacy, sovereign capital, frontier technology, and digital asset infrastructure*. He operates fluidly across global communities, with concentration in the **United States, United Arab Emirates, Indonesia, Italy, and South Korea**.

Hunter serves as Senior Advisor to Presidents, Prime Ministers, and Royal and Industrial Families.

Hunter's relationships across the Gulf are anchored by foundational work inside the United Arab Emirates government and innovation ecosystem. He has served in the **Prime Minister's Office of the UAE**, was a member of the **founding team of the Dubai Future Foundation** alongside **H.R.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum** (Crown Prince of Dubai, Deputy Prime Minister and Minister of Defence of the UAE), and served as **Head of Innovation and Futures at the Dubai Airport Freezone Authority (DAFZA)**, a global top-3 airport free zone contributing **4.7% of Dubai's GDP**. He was also a Steering Committee Member of **Dubai CommerCity**, an **AED 3.2 billion (~\$870 million)** joint venture between DAFZA and Wasl Asset Management Group, spanning 2.1 million square feet of land and operating as the MENA region's first dedicated free zone for digital commerce.

Hunter has served as **Senior Economic Advisor to President Prabowo Subianto** during Indonesia's presidential transition, advising on the formation of **Danantara**, the country's **~\$900 billion super sovereign wealth fund**. Launched in February 2025 to consolidate Indonesia's state-owned enterprises into a single investment vehicle, Danantara now ranks among the largest sovereign wealth funds in the world. Hunter maintains an extensive network of sovereign wealth fund executives, government officials, and institutional investors across the Gulf, Southeast Asia, and Korea. His work spans capital formation, sovereign and digital asset treasury structuring, AI compute infrastructure, and the build-out of cross-border governance frameworks for institutional capital flowing into frontier technology.

At ALT Infrastructure, Hunter combines this network and operating experience to anchor the company's institutional capital relationships

and strategic positioning across the Gulf, Asia, Europe, and North America.

UAE PM OFFICE

SOVEREIGN CAPITAL

DANANTARA · ~\$900B SWF

GOVERNMENT & SOVEREIGN AFFILIATIONS





Samir M. Suleymanov

Independent Board Member

BASED IN

Washington, D.C. & Abu Dhabi

ROLE

Independent Board Member

Samir M. Suleymanov is an Independent Board Member of ALT Infrastructure SA. An **Azerbaijani–American executive based in Washington, D.C. and Abu Dhabi**, Samir spent more than two decades at the **World Bank Group and the International Monetary Fund**, holding senior strategy, operations, and advisory roles across both institutions.

Samir began his career at the World Bank Group in 1996 as a Project Analyst in the Sustainable Development Sector Unit for Europe and Central Asia. Over the following decade he managed project financing and knowledge work across natural resource and land management, environmental finance, oil and gas, infrastructure finance, and rural and microfinance, completing transactions in most countries of the region. During this period he helped mainstream *carbon finance* into the Bank's business line, including the structuring of the region's first **Community Carbon Fund** project.

He went on to develop new financial and knowledge products at the Bank, including the launch of what is now widely used as **Reimbursable Advisory Services**, and helped introduce a new municipal lending facility (with the IFC) providing financing to subnational entities and utilities without sovereign guarantees. As **Strategy Director in the Office of the Managing Director and CAO**, he led preparation of the "**Forward Look: 2030 Vision for the World Bank Group**", a shareholder–endorsed strategic exercise that set the Bank's development agenda. He was also responsible for the *Agile Bank* institutional reform program.

Samir later served as **Deputy to the Chief Executive Officer of the World Bank Group**, working directly with **Kristalina Georgieva** (then CEO of the World Bank, now Managing Director of the IMF), leading initiatives critical to operationalizing the institution's strategic priorities. During this period the institution secured a **\$13 billion capital increase**, the largest in the Bank's history. He concluded his Bank tenure as **Head of the Strategic Initiatives Unit**, supporting the CEO in promoting innovation and collaboration with shareholder governments and external partners.

After leaving the World Bank, Samir served as **Senior Advisor to Kristalina Georgieva, Managing Director of the International Monetary Fund**, advising on corporate strategy, climate finance, and digital currency and payment systems. He played a leading role in the

structuring of **ALTÉRRRA**, the **\$30 billion catalytic climate fund** launched at COP28 in the United Arab Emirates and now the world's largest private climate investment vehicle, with a target of mobilizing **\$250 billion of capital** toward climate action by 2030. Samir has long advised on the creation of special facilities including sovereign wealth funds, blended finance vehicles, and dedicated investment platforms such as the Women Entrepreneurship Fund.

Samir is currently a **Director of Africa50**, the pan-African infrastructure investment platform sponsored by the **African Development Bank and 33 African shareholder states**, and **Chairman of the For Azerbaijan foundation**. Originally from Beylagan, Azerbaijan.

ALTÉRRRA · \$30B

FORWARD LOOK 2030

\$13B CAPITAL INCREASE

MULTILATERAL INSTITUTIONS



EDUCATION

MBA, George Washington University



FOCUS

Off-take · Compute & Power

ROLE

Co-Founder, Off-take

Jonas Lauren Norr

Co-Founder, Off-take

Jonas Lauren Norr is a Co-Founder of ALT Infrastructure SA, where he focuses on the development, financing, and commercialization of next-generation digital infrastructure, with an emphasis on *compute, power, advanced connectivity, and frontier technology platforms*. His work draws on more than two decades of experience across real assets, deep technology, digital infrastructure, fund formation, and institutional capital strategy.

Mr. Norr began his investment career in 2003 with the launch of **Ethos Investments**, where he supported acquisitions, capital structuring, and project development initiatives in United States growth markets, including transactions involving significant real asset bases. During this period, he also worked on renewable energy, environmental finance, carbon credit, and waste-to-energy initiatives in Latin America and the Caribbean. He later joined the general partnership of **Peterson Partners** on its real assets platform, contributing to investment sourcing, underwriting, and portfolio oversight.

Mr. Norr initiated work with **SRI International** (formerly the Stanford Research Institute) in 2009, developing early exposure to research-driven commercialization and frontier technology opportunities. In 2016, this relationship evolved into a formal strategic partnership through **Gravity Ranch Ventures**, an early-stage deep technology investment platform he founded. Under this partnership, Gravity Ranch was granted a **first right to invest in SRI's commercial opportunities**, giving it direct access to a research institution with **1,500 researchers and over 4,000 patents**, whose spin-offs have included *Siri (acquired by Apple)* and *Intuitive Surgical*. Through this work, Mr. Norr reviewed dozens of deep technology companies and intellectual property strategies across artificial intelligence, advanced computing, robotics, cybersecurity, sensing, communications, space-related technologies, and other applied research domains.

Mr. Norr subsequently expanded his focus into digital assets, regulated market infrastructure, and compute-adjacent infrastructure. As managing partner of a digital asset investment management platform, he oversaw portfolio construction, liquidity and risk management, custody and counterparty oversight, investor reporting, and institutional operating controls. He continued this work through **Lac Lemman Capital and Lac Lemman Groupe**, a geography-agnostic multi-family investment platform with offices in Switzerland, the United States, and the United Kingdom.

Most recently, Mr. Norr has been involved in the development of large-scale high-performance computing infrastructure, including work on a **335 MW HPC campus in Texas** designed to support energy-intensive compute operations including AI training workloads. His role has included commercial strategy, capital formation, power and infrastructure planning, counterparty engagement, and the structuring of development pathways for compute-intensive facilities.

At ALT Infrastructure, Jonas applies this experience to the creation of scalable digital infrastructure platforms designed to serve the next generation of compute and AI-driven demand.

335 MW HPC · TEXAS

REAL ASSETS · DEEP TECH

INVESTMENT PLATFORMS

 **SRI**
INTERNATIONAL

 *Gravity Ranch*
VENTURES

 Lac Léman
CAPITAL · GROUPE



Amir Damerdji

Co-Founder, Capital Formation

FOCUS

Capital Formation · Investor Relations

ROLE

Co-Founder, Capital Formation

Amir Damerdji is a Co-Founder of ALT Infrastructure SA, where he leads **capital formation**. A private markets investor, frameworks and systems builder, and global connector, he has nearly two decades of experience growing organizations and investing on behalf of institutional and private capital.

Amir began his career in M&A advisory in London and Paris before joining the founding team of the **Qatar Investment Authority (QIA)**, the sovereign wealth fund of Qatar. At QIA, he helped grow the firm's AUM **10x from \$30bn to \$300bn** by sourcing, evaluating, negotiating, and structuring **45+ transactions** across private equity, growth technology, real estate, and infrastructure. Notable investments completed during his tenure included **Heathrow Airport and Fairmont Raffles Hotels**. The investment frameworks and processes he built at QIA continue to be used by the firm today.

After QIA, and shortly after graduating from the **Stanford Graduate School of Business**, Amir joined **Alvarium Investments**, a global multi-family office, to help build its private markets investing capabilities in the United States out of the New York office. He attracted talent and formed a team to deploy **over \$300m** in growth technology and innovation companies, spearheading notable investments for institutional investors (including the \$1bn venture arm of Qatar Free Zones), family offices, and high-net-worth individuals. He was made **Partner in three years**, founded the firm's *Growth Investment Program*, and served on the *Private Assets Investment Committee* and *Digital Asset Committee*. The firm went public in January 2023 and merged with Tiedemann to form **AITi Tiedemann Global**, a \$60bn AUM wealth management platform.

Amir most recently left AITi to grow his own family office, **Damerdji Holding LLC**, a private investment and strategic advisory firm focused on identifying and building catalytic opportunities across venture, private equity, and alternative asset classes. Damerdji Holding concentrates on early-stage and growth-stage technology investments across **AI infrastructure, FinTech, CleanTech, and the Digital Economy**, supporting ventures, private investors, and institutions with its investing and deal capabilities.





In his ALT Infrastructure SA role, Amir leads investor relationships, fundraising strategy, and the capital formation roadmap across institutional, family-office, and sovereign capital channels.

QIA · \$30B → \$300B

DAMERDJI HOLDING

CAPITAL FORMATION

CAPITAL PLATFORMS & EDUCATION

 QIA QATAR INVESTMENT AUTHORITY	 ALVARIUM
 Tiedemann GLOBAL	 Stanford GRADUATE SCHOOL OF BUSINESS

EDUCATION

MSx, Stanford University Graduate School of Business · M.Eng.,
CentraleSupélec