

Miriam Maes



Miriam Maes has worked 35 years for multinationals and more than 20 years managing national and international P&L's. She spent two decades in the B2B food and beverages sector and around 15 years in the B2B energy and climate change space. Miriam currently serves as Chairman of the Board for ELIA Group- a Bel 20 listed company-, the Belgian and Part German Electricity Transmission System Operator. She also serves as Non-Executive Director on the Board of 4 International listed companies, headquartered in France (Assystem, Naturex, Vilmorin & Cie, Eramet). In addition, Miriam represents the Dutch Ministry of Finance in 2 of its participations as Non-Executive Director on the Supervisory Board of the Port of Rotterdam, the world's 3rd largest Port and of the uranium enrichment "URENCO" Joint-Venture between the Netherlands, UK and Germany.

Miriam first entered the energy sector in 2002 with Texas Utilities (TXU) as member of their European Executive. She subsequently moved to Electricity de France (EDF) in the UK as COO of their non-regulated distribution networks' business. She has been the CEO of Foresee, an energy and climate change strategy consultancy, since 2007.

Miriam served as Advisor to the UK Department for Energy and Climate Change from 2010 to 2012. In 2012, Miriam became a Senior Fellow on the Climate and Energy Program of the German Marshall Fund of the United States ("GMF") and Delivery Director of GMF's Energy Transition Forum (ETF). She took ownership of the Energy Transition Program in 2015 and relaunched this US-European senior level "Think and Do" tank in 2015.

Miriam has a degree from Nijenrode International Business School in the Netherlands and is a fluent English, French, Dutch and German speaker. Miriam has a 19-year-old daughter and lives in London with her life-partner.

CV MIRIAM MAES
(Given name: Miriam; Passport name: Maria)

Profile

Miriam Maes has worked 30+ years for multinationals, of which more than 20 years managing national and international P&L's. She spent around 20 years in the B2B food and beverages sector and more than 10 years in the B2B energy and climate change space.

Miriam was managing international food, foodservices and beverages businesses for Unilever, ICI (Imperial Chemical Industries) and the Marmon Group (privately owned by the US Pritzker family). In 2002, she entered the Energy sector, first with Texas Utilities (TXU) as member of their European Executive and subsequently with Electricity de France (EDF) in the UK, the world's third largest Energy utility, as COO of their non-regulated distribution networks' business (£500 million/Euro 600 million turnover and 2000 employees).

In 2007, Miriam became CEO of Foresee, Climate Change Consulting Company, an energy and climate change strategy consultancy.

Between May 2010 and April 2012, Miriam was Advisor to the Department for Energy and Climate Change (DECC) in the UK. Miriam was also asked to chair and participate in several the Ministerial working groups on the invitation of the Minister of Energy and Climate Change.

In 2012, Miriam was asked to become a Senior Fellow on the Climate and Energy Program of the German Marshall Fund of the United States ("GMF"), a transatlantic Think-Tank. In this role, she took on the responsibility as Delivery Director of GMF's Energy Transition Forum, a transatlantic senior level dialogue and delivery forum, with US and European senior level participants from government, the private sector and the academic world, focussing on a secure, low carbon and affordable energy transition.

In addition to her Foresee Consulting and her German Marshall Fund work, Miriam is currently serving as:

- Chairman of the Board of the listed company ELIA Asset BV and ELIA System Operator BV, the Belgian and part German Transmission System Operator (Turnover Euro 1.5 billion) and part of the "Bel-20", the top 20 companies in Belgium.
- A Non-Executive Director on the Board of Assystem, Chairman of the Remuneration Committee and member of the Audit Committee. Assystem is an international listed company in Nuclear, Automobile and Aerospace Engineering with a Euro 850 million turnover.
- As a Non-Executive Director on the Board of the listed company Naturex, representing the French State Investment Bank "Banque Public d'Investissement ("BPI") and a member of the Remuneration Committee (Turnover Euro 300 million). Naturex is international market leader in natural ingredients from plant origin.
- As a Non-Executive Director on the Board of Vilmorin & Cie and Chairman of the Audit Committee. Vilmorin & Cie is a listed world-leader in vegetable seeds and field seeds, competing with Monsanto, Syngenta and DuPont-Pioneer and (Turnover Euro 1.5 billion).

- As a Non-Executive Director on the Board of URENCO and UCN (Ultra Centrifuge Netherlands, and Member of the Audit Committee representing the Dutch Ministry of Finance. URENCO is a joint-venture between the UK, Germany and the Netherlands for the manufacturing of enriched uranium for the nuclear power utilities worldwide.

- As a Non-Executive Director on the Board of the Port of Rotterdam and Member of the Audit Committee, representing the Dutch Ministry of Finance. The Port of Rotterdam is the largest one in Europe and the third busiest in the world after Singapore and Shanghai.

-As a Non-Executive Director on the Board of Eramet and Member of the Audit Committee. Eramet is a French multinational mining and metallurgy company, listed on the Euronext Paris.

EMPLOYMENT HISTORY

FORESEE, the Climate Change Consulting Company

Founder and Chief Executive, London, UK

September 2007 – Present

Foresee is providing expert advice to FTSE 250 companies and Public Sector organisations, at senior management level e.g. Royal Mail Group, BAA Airports, Laing O'Rourke, MITIE, Air Products, Morgan Stanley, British Gas, Cofely Netherlands, London Development Agency, the Carbon Trust, and others.

Foresee's approach for its major clients focuses on Energy Efficiency and Decentralised Energy and covers some of the following topics:

- Company Energy Management Strategy
- Sustainability issues and carbon reduction challenges
- Building reputational benefits, using their sustainability platform as a basis
- Reduction of Energy consumption
- Structural finance to accelerate energy savings investments

Miriam was asked to become a senior energy advisor to the UK's Shadow Climate Change Minister and was supporting the Shadow cabinet on a variety of energy policies and Public Sector energy issues, such as Feed-In Tariffs, Energy Efficiency, Decentralised Energy (as Chairman of a cross party working group). Miriam was also a Member of the Bob Wigley Green Investment Bank Committee.

From May 2010 to 2012, Miriam was an Advisor to the UK Department for Energy and Climate Change and an active member of the "10% Working Group", initiated by the Prime Minister and chaired by the Secretary of State for Energy and Climate Change. On request of the Minister for Energy and Climate Change, Miriam chaired a number of Ministerial Working Groups.

EDF Energy

Chief Operating Officer, EDF Energy Development Branch and member of

EDF Energy's Executive Committee, London, UK

June 2003 – August 2007

A £5bn energy company, 100% subsidiary of EDF Group

EDF Energy is part of EDF Group, one of the world's leading energy companies (€58.9 billion turnover in 2006). EDF Energy is their UK business, which has approx 11,000 employees and is the largest operator of public and private electrical networks and the third largest energy supplier in the UK.

- Managed and took responsibility for EDF Energy's private network business, building it from a £250m turnover and £20m profit to a £400m plus turnover with a profit of £55m. The value of the electrical asset base under the responsibility of the division was approx £1.5bn. The division employed 2000+ employees and its core business was to design, build, finance, operate and maintain non regulated, electrical networks for public and private customers.

Customers included amongst others London Underground, BAA, London and Continental Rail ("Eurostar"), Canary Wharf, the Ministry of Defence, the London Mayor's office, several London boroughs, Land Securities, Pfizer, and Sainsbury.

- Leading negotiations, resulting in the signing of five new long term contracts in 2006 in street lighting; with the Minister of Defence (Allenby-Connaught multi-utility); with London Underground (Victoria Line upgrade); with Land Securities (a multi-utility contract); and the London Energy Services Company, the first ESCO; in partnership with the Mayor of London. The total value of these newly won contracts was £800m with a total profit of over £100m. Contracts were based on a Public Private Partnership (PPP) or Public Finance Initiative (PFI) basis and were negotiated for periods of 25 years or more.
- Served as Non Executive Director on the Boards of Metronet plc, Metronet Alliance, Dalkia UK plc and as Chairman on the Board of Powerlink, a joint venture with Balfour Beatty and ABB, based on a PFI contract for London Underground,
- Served as Non Executive Director on the Boards of around 30 other companies and joint-ventures within EDF Energy.
- Formulated the divisional business strategy and directed the five year business plans in anticipation of the climate change challenges for the energy sector, resulting in some cutting edge new business concepts
- Re-designed and restructured the Development Branch into a new sector based organisation, resulting in new business opportunities in each of the sectors.
- Introduced R&D into the UK organisation and spearheaded the collaboration between UK and France R&D resulting in the instigation of several new common projects.

TXU Europe

Executive Vice President HR & Business Services, London, UK July 2002 – May 2003
\$12bn company subsidiary of TXU USA. TXU Europe went into administration in Q4 2002.

TXU Europe was a 100% subsidiary of TXU Corporation (\$28bn). It was the third largest electricity and gas supplier in the UK, with half of its operations being located in Europe, (Germany, Nordic countries, Switzerland, Italy and Spain).

- Initially managed HR, Communications and the Regulations departments, approximately 150 employees. Subsequently, the role was extended to include

Strategy, IT and Business Services, an additional 350 staff. The key objective was to implement change in organisational processes, structure and culture to ensure business objectives could be achieved.

- As an Executive member on the TXU European Board, responsible for a total review of TXU's European strategy and organisation. Managed a "Radical Rethink Team", spearheading a significant restructuring programme resulting in a reduction of 30% of the workforce.
- Was asked by the administrators Ernst & Young/KPMG to stay during the work-out period. During these 8 months, managed the closure of a number of TXU's European businesses (in Spain, Switzerland and the Netherlands) and in the process, resolved numerous HR issues such as pensions, taxes, Trust Funds, and expatriate issues.
- Participated and supported negotiations for the sale of the Nordic and German businesses.

The Marmon Group

\$7bn US Company, under private ownership of the Pritzker family. The Marmon Group owned companies such as the Hyatt Hotel Group and some US banks.

Vice President for Europe Prince Castle, Paris, France

June 1999 - June 2002

Prince Castle, a subsidiary of the Marmon Group is a leading global company specialising in the production and marketing of Foodservice kitchen equipment, sold to numerous US fast food chains such as McDonalds, Burger King, Pizza Hut and KFC. Following 9/11/ 2001, the Pritzker family decided to withdraw from its European activities and closed down the Prince Castle European operations.

- Devised the strategy to create and build a business in Europe from zero.
- Established Price Castle's subsidiary in Europe.
- Completed three acquisitions in an eighteen month period resulting in a £70m business.
- Created and developed customer relationships with key clients (e.g. Whitbread, Bass, Scottish & Newcastle, Unilever Best Foods, Nestle, Ahold, Compass).
- Developed a Maintenance Service operation for Food Service Clients in France.
- Developed a pre- and post sales service provider operation in France.

Unilever

Vice President Dairy Europe/Quest International, Paris, France

October 1993 - May 1999

Quest International had a \$1bn turnover, employing 4,500 employees.

- Profit and Loss responsible for the combined European Flavours and Food Ingredients profit centre (£65m turnover; £9m profit; 200 people).
- Restructuring of Flavour operations, including factory closure and disposal in France.

Cabinet Director to the Chairman of Unilever (Mr. Floris Maljers),

London, UK**June 1991 – September 1993**

- Reviewed Capital Proposal and screened investments for Unilever's acquisition, disposals and restructuring projects for Unilever's Special Committee (consisting of the two Unilever Chairman and a third member).
- Assisted at all Special Committee meetings with Board Members and was responsible for the preparation of all documents, required for occasions such as the Unilever Board meetings, AGM's, and press conferences. Accompanied the Chairman on most of his visits to Unilever operation in Europe.

Managing Director, Quest International France, Flavours, Paris, France May 1989 – May 1991

- Profit and Loss responsible for the flavour business in France, North – and French speaking African countries (\$30m turnover; £5m; 80 employees in Paris office).
- Responsible for two factories in France with a total of 200 employees.

Quest International, Naarden, the Netherlands**April 1982 – April 1989**

In 1986, Naarden International was acquired by Unilever

Worldwide Product Group Manager, Beverage Flavours**June 1987 – April 1989**

- Responsible for managing the Beverage flavours Marketing, Flavourist and Application Department (20 people)

Worldwide Product Group Manager, Savoury Flavours**May 1984 – May 1987**

- Responsible for managing the savoury flavours Marketing, Flavourist and Application Department (15 people)

Product Manager Savoury Flavours**April 1982 – April 1984**

- Responsible for the Marketing and Product Management of Savoury Flavours as part of the product group, Savoury Flavours

Samson Editing Company, Amsterdam, the Netherlands December 1980 – March 1982**Management Journalist**

- Responsible in a team of 30 other journalists for the monthly edition of the leading Dutch Management Magazine "Total Management".

AHOLD, Zaandam, the Netherlands**Marketing Assistant to the Marketing Director of Albert Heijn Supermarkets****October 1978 – November 1980**

Assistant Product Manager Cosmetics and Personal Products**September 1977 – September 1978****EDUCATION**

- Gymnasium A, the Netherlands (1968 – 1974), Equivalent to A – Levels or Baccalaureate
- Bachelor of Business Administration
Nijenrode, International Business School, the Netherlands (1974 – 1977)
- Diploma of Advertising (2 years evening study)

LANGUAGES

Tri-lingual: Dutch, English, French. Fluent in German

PERSONAL DETAILS

Nationality: Dutch
Interests: Travelling, reading, jogging
Living with long time partner, 1 daughter