

Katarzyna Rozenfeld

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- CHANGE MANAGEMENT
- RESTRUCTURING
- EFFECTIVE SALES STRATEGIES
- CORPORATE CULTURE CHANGE

High Level Executive with extensive experience of serving on management boards of Polish and multinational companies, including the 5th largest WSE listed company.

Expert in the transformation and optimization of sales processes and business development in Poland and the CEE (B2B & B2C).

Manager proven in effectively implementing a **customer-centric approach** and increasing the companies' competitive edge.

Leader in organizational culture change with a strong focus on communication and commitment to achieving business goals.

Manager of over 400-person units. Coach and mentor for management teams and C-level.

Most important experience highlights:

- **Restructured the wholesale trading** in Tauron Polska Energia and transformed the Group to a customer-centric organization → **doubling the company's sales results and increasing the Group's share in the sector's EBITDA from 33% to 54% (YoY)**
- **Changed Vattenfall Energy Trading's role from a Group service provider to a commercial entity** focused on generating profit → **60% increase in trading results**
- **Created the energy team in PwC and implemented a pioneering industry advisory offer** (approach continued to-date) → **c.a. 20% YoY increase in business over the first 4 years**

Professional experience:

Partner | ROSEWEALD since October 2022

- **Advisory on implementation of strategic changes** amongst business such as: ownership decisions, operations and organizational culture change, transactions (M&As) or reorganizations.
- **Areas of expertise:**
 - strategy – vision and development directions definition, meaningful insight to execution phase
 - delivery of key projects, including, inter alia, organizational and cultural changes, mergers and acquisitions or capital raising
 - management / leadership – building successful Management Teams able to address business challenges (including mentoring), planning and carrying out successions, post-merger integrations

Non-Executive | GRANTHAM since September 2019

- Grantham is a holding company for abrdn (UK-based global investment company) in renewable energy assets in Poland
- **Chairman of the Supervisory Board**
- **Senior Advisory Panel member:** analysis of key trends across the infrastructure market, identification of potential investment targets on the local market as well as assistance with sectoral / geographic research, interaction with investors, assessment of senior leadership teams and assistance with organizational development within existing portfolio

Transformation & Change Consultant, Business Coach & Mentor | FLUENT 2017 - 2021

- Prepared and executed 5 editions of "Leadership for transformation" programme **supporting change leadership** and the subsequent education of the transformation leaders (120 participants across the world, personally led 30 change leaders)
- Roles adopted during the programme: trainer presenting leadership models and their application in practice, facilitator of complex discussions on issues introduced and undertaken business initiatives, coach & mentor, advisor acting on behalf of program sponsors and HR, designer ensuring match of the program content and approach to the sponsors and participants needs
- **Coach and mentor for the management teams and C-level executives**

Commercial VP, Management Board Member | TAURON POLSKA ENERGIA, Katowice 2014 – 2015

- **Reorganized the wholesale trading model (steering model)** by implementing several organizational changes (ensuring structures' transparency and a clear assignment of responsibilities) in addition to changing the settlement rules:
 - doubling the company's trade results to the level of EUR 10M per year
 - **Responsible for the Group's transformation towards an innovative approach to sales development** → launching a strategic project of eight sales-promoting initiatives, based on key sales role determining other areas, such as production or customer service
 - Originator and leader of the *Tauron New Trends (TnT)* strategic project – **creating a consistent sales strategy for the whole Group for 2015 – 2024 based on innovative products and services bundles**:
 - increasing both the company's competitive advantage and EBITDA
 - **Created a significant new source of revenue – wholesale and retail gas trading**
 - Led the **corporate culture change** based on open communication, trust, knowledge-sharing, cooperation, taking initiative and responsibility for the tasks performed
 - Separated the risk management function from the sales area and **established a risk department at a Group level**:
 - eliminating any conflict of interest and ensuring effective support for achieving strategic goals
 - Developed procedures for awarding sales bonuses linking remuneration to traders' performance
 - **Managed a team of over 400 people in three companies**
 - **Chairman and member of Supervisory Boards: Tauron Sprzedaż, Tauron Wydobycie and Tauron Czech Energy**
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Partner | TELOS PARTNERS (currently FLUENT), Warsaw 2013 – 2014

- **Led strategic advisory projects for the Management Boards of companies under transformation processes**
 - Coach and mentor for change leaders in respect of taking and implementing key management decisions
 - Selected projects:
 - preparing and conducting workshops on leadership
 - conducting a survey among 100 CEOs from the list of the 500 largest companies in Poland on the future role of business leaders in the context of the country's economic transformation over the past 25 years
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Commercial Managing Director, Management Board Member | VATTENFALL ENERGY TRADING, Warsaw 2009 – 2012

- Led the change of the company's role from an internal Group service provider to a commercial entity – **designing and implementing a new business development and market approach strategy**:
 - achieving 60% increase in trading results (speculative trading)
 - Vattenfall Energy Trading became a market maker
 - **Responsible for the P&L c.a. EUR 10M**, managing the portfolios of the trading (8TWh) and production (4TWh) companies
 - **Developed operations in CEE – entering the Slovak and Hungarian market**
 - Reinforced Polish trading on a European scale – gaining the HQ's support for strategic changes in the operations of a wholesale trading company in Poland
 - **Achieved ambitious sales goals under the company's continuous transformation and restructuring** at both local and international level including:
 - potential Enea acquisition; merging the Polish & German trading firms; Nuon acquisition and post-merger integration; organizational restructuring of trading and launching AOT (Assets Optimization and Trading); implementing a new reference line concept; sales of Vattenfall assets; transferring trading to Hamburg
 - Coordinated and negotiated trade contracts with Vattenfall Energy Trading partners
 - **Responsible for promoting the development of the wholesale market in Poland**, including organizing the annual congress *Energia Rynku*
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Director, Advisory | PWC, Warsaw, London 1994 – 2008

Previous roles: Manager – Deputy Director (corporate finance), Warsaw 2001 – 2006

Manager (project finance & privatization), **London 1999 – 2001**

Consultant – Executive (financial advisory), Warsaw 1994 – 1999

- **Created and developed the first industry (energy) team in PwC Poland, acquired and performed significant projects for the Polish energy sector including**:
 - the introduction of such companies as EdF, Vattenfall and RWE to the Polish market
 - running M&As projects and identifying potential investment targets (including the acquisition of the largest combined heat and power plant in Europe, at a transaction value of USD 235M)
 - unbundling and consolidation processes; growth strategies for top energy companies

Additional information:

Education	Catholic University in Nijmegen (Holland), Tempus Scholarship 1994 University of Łódź, Foreign Trade, Master's degree 1988 – 1994
Trainings Certificates	CoachWise Certificate (International Coach Federation) 2010 Course for investment advisors 1996 – 1997
Organizations	LiderShe: VP of Women in Business Society since 2013
Languages	Fluent English
Charity work	Effectus Papilionis Foundation: co-founder and Board Member since 2005 Humanites Foundation: coach PwC Inspire: Mentor in employees' development program
Interests	Travelling (Africa), skiing

Wyrażam zgodę na przetwarzanie moich danych osobowych w celach realizacji procesów rekrutacyjnych obecnie i w przyszłości zgodnie z art. 6 lit. A ogólnego rozporządzenia o ochronie danych osobowych (RODO) z 27 kwietnia 2016 roku.

