

ELIZABETH S. WILLIAMS

SUMMARY

An internationally-experienced Strategy and Development Executive, with demonstrated functional expertise in corporate strategy, organic and inorganic growth planning and execution. Carbon emission reduction solutions and clean energy products, software and solutions have been a focus over the last 15 years.

- Corporate Strategy
- M&A Transaction Leadership
- Scope 1 & Scope 2 Emission Reduction Solutions
- Commercial Sales Growth and Marketing
- Partnerships
- Supplier Diversity Programs

EXPERIENCE

University of Dayton, Finance & Economics Department, School of Business **Finance Lecturer**

Leading instruction for undergraduate Corporate Finance and Investments coursework. Faculty Liaison to the Investment Banking Club. Conducting research on financing mechanisms for clean energy transition in the United States.

&Minds Partners, Managing Partner

Providing third party consulting services to assist businesses in identifying strategic options, securing potential partners and identifying and implementing commercial and operational improvements as well as supplier diversity and carbon emission reduction goal attainment. This work included support across multiple industries including multi-state utility operations, global infrastructure and construction and higher education.

- **Industrial Emission Reduction Road-mapping**
Engaged a Fortune 500 integrated energy company in commercial transformation activities to improve the utility's engagement with large industrial and commercial customers with the goal of assisting them in identifying alternative options for reducing carbon emissions while improving resilience and reliability.
- **\$500M+ Capital Budget Diversity Supplier Initiative**
Developed a multi-pronged engagement plan to increase diverse supplier participation in the capital building programs of the Chicago Public School system.
- **University COVID Response Plan**
Conducted intensive operational overview culminating in a Board level workshop to identify and prioritize the highest impact shorter term programs and initiatives aimed at ensuring short and medium-term solvency.

- **Small Business Finance Functional Support**

M&A transaction and integration support. Post-integration financial and accounting interim leadership support.

TENNECO, Lake Forest, Illinois

Senior Vice President - Strategy and Corporate Development, 2017-2019

Drove a portfolio design process to improve financial and capital markets performance by defining long-term strategic priorities. Informed strategy through research and analysis of major automotive industry trends to identify new technologies, disruptive developments, and targeting outside organizations with capabilities to complement and enhance geographic coverage, product portfolio and customer coverage. Engaged third-party deal advisors to assess deal sourcing and transaction advisory capabilities. Worked closely with ten direct reports. Developed standard M&A playbook, complete with details description of process steps, major decision points, and responsibilities for all team members, from deal identification to integration planning.

- Developed strategy roadmap to optimize portfolio to capitalize on automotive and fleet electrification, shared mobility and autonomous driving trends.
- Executed \$5.4 billion acquisition of Federal Mogul - company's most significant M&A activity in 20 years and automotive industry's largest transaction in 2018.
- Designed integrated diligence project plan and led team of 60-plus professionals to complete diligence in less than six weeks.
- Developed M&A function, strategy, and standard process playbook designed to improve vetting process, data-driven decision-making, and capital markets performance.
- Built high-performing strategy and development team by recruiting and hiring both external talent and existing company employees.

MAERSK, Copenhagen, Denmark

Vice President and Head of Corporate Strategy, 2014-2016

Identified and proposed future growth initiatives that leveraged existing capabilities through design and management of deep-dive reviews in seven adjacent industries to simultaneously capitalize on end-of-life oil fields while de-risking the portfolio by reducing portfolio risk due to oil price exposures. Enabled economic risk mitigation with discipline applied to capital allocation process. Oversaw staff of four direct reports.

- Positioned under-performing divisions for competitive advantage by developing technology road map and establishing Big Data forum to evaluate IT initiatives among peers and infrastructure providers.
- Built \$10 million innovation funding mechanism to facilitate knowledge transfer and solution development.
- Enabled company to penetrate higher-profit industry segments by aligning capital allocation process with short- and long-term growth priorities.

ABB, Zurich, Switzerland

Senior Vice President and Head of Corporate Strategy, 2011-2014

Spearheaded strategic planning, implementation, and execution of \$20 billion in institutional investments over four years, including R&D allocation, SG&A, M&A, and capital expenditure initiatives. Advised executive committee and board of directors on strategic options. Served as CEO's designate to European Roundtable of Industrialists (ERT). Represented company at World Economic Forum. Led staff of 17 international direct reports and many of cross-functional personnel.

- Guided effective deployment of capital investment funds to acquisition, capital expenditure, R&D spending, and SG&A expenses by conducting 30-plus deep dives into core and adjacent industries and technologies to identify business strategies that would drive margin and top-line growth.
- Orchestrated company's first investor relations event, leading to dramatic improvement in market understanding of business composition and strategy, and with more than 3,000 people attending one-day event.
- Led focused effort to illustrate the increasingly disruptive role of software to providers of industrial equipment and identified specific capabilities, technology investments and third-party partners and targets to help build ABB's relevance in the industrial automation software space.
- Enabled portfolio expansion, business value enhancement, and mitigation of hostile-takeover initiatives by preparing and presenting strategic assessments to board of directors.
- Built high-performing corporate strategy team of 17 employees following 50% voluntary attrition among inherited team. Fifty percent of team went on to promotions within 24 months of assembling the team.

UNITED TECHNOLOGIES, Hartford, Connecticut
Director of Corporate Development, 2008-2011

Worked on a diverse team of 20 employees in Corporate Development whose collective task was to continuously assess the potential shareholder value of the portfolio. Specific areas of concentration were Carrier, Otis, UTC Fire & Security and renewable power generation topics.

- Routinely performed research and analysis to contribute to and occasional lead strategic discussions for senior management on the areas of interest to the corporation
- Supported businesses in the building equipment and services segments with transactions in excess of \$250M in value, and other strategy or M&A matters requiring Board approval
- Cultivated strong relationships with advisory community, including investment bankers, transaction advisors, and strategy consultant.

ADDITIONAL EXPERIENCE

JOHNSON CONTROLS INC. - **Advanced Sales Director, Plant Manager, Director of Global Strategic Planning**
BRITISH PETROLEUM - **Business Development Manager**
ROBINSON-HUMPHREY - **Investment Banking Associate**
COOPERS & LYBRAND - **Audit Practice Associate**
IBM - **Large-System Sales Representative**

EDUCATION

UNIVERSITY OF CHICAGO, Chicago, IL, **M.B.A.**
STANFORD UNIVERSITY, Palo Alto, CA, **B.A., Economics**
