

**Global Operations Executive and Business Unit Head** developing, refining, and executing strategic plans that optimize business performance and drive improvements in sales and profitability. Leveraged highly respected business experience, strength in strategic thinking and both tactical and technical excellence to create value and drive business excellence. Multicultural and adaptable with demonstrated global acumen. Chosen to lead strategic initiatives in the Middle East, North America, and Europe, facilitating market penetration, business expansion, and EBITDA growth. Fluent in English, German, French, and Arabic.

- **Turnaround:** Led development and execution of multipronged strategy that grew EBITDA 300% while achieving double-digit decreases in costs and global headcount for business at risk of divestiture.
- **Startup Operations:** Built the foundation for operations in the Middle East, establishing footprint and orchestrating \$2.5B joint venture.
- **Integrating Operations:** Co-led integration of commercial operations for the \$2.5B Chemtura acquisition; delivered >\$1M in cost savings by integrating Bayer Canadian operations into the North America organization.
- **Building Safe Workplace:** Initiated safety program based on Dupont best practices, turning global operation from a low to high performer across safety metrics – program became the model for LANXESS companywide.
- **Developing Groundbreaking Products:** Early career success as R&D leader and scientist – recognized with US EPA Presidential Green Chemistry Award for Baypure™ CX; granted five US patents.
- **Building High-Performance Teams:** A career creating environments that inspire while providing the coaching and mentoring that allows others to develop, thrive, and make a critical difference in achieving concrete results.

### Executive Strengths to Drive Growth in Revenue and Market Penetration

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|--------------------------------------|---|-------------------------------|
| ▪ Global Operations                  | ▪ Strategy Development and Execution      | ▪ Team Mentorship             |
| ▪ P&L Management                     | ▪ Joint Ventures   Startup Operations     | ▪ Change Management           |
| ▪ Business Case and Plan Development | ▪ Business Restructuring   Turnarounds    | ▪ Strategic Networking        |
| ▪ Complex Negotiations               | ▪ Sales and Commercial Leadership         | ▪ Partnership Development     |
| ▪ Process Improvements               | ▪ New Business Development                | ▪ Cross-Functional Leadership |
|                                      | ▪ Operational Excellence   Best Practices | ▪ Market-Driven Research      |

### A Career Building the Foundation for Success across Global and Multicultural Operations

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**KOPP GLASS, INC** – *Manufacturer of high-performance glass products and components.*

2018 – 2019

**PRESIDENT | CHIEF EXECUTIVE OFFICER**, Pittsburgh, PA

Recruited to modernize manufacturing operations and lead companywide improvement initiatives across multiple functions, including safety, sales, marketing, and research.

- Formalized and upgraded companywide safety initiative, hiring safety expert that assessed manufacturing sites and offered insights and recommendations to ensure a safe work environment.
- Developed and introduced first company Mentorship Program for young leaders. Personally coached key talent to enhance leadership capability.
- Defined project management blueprint for introducing disruptive technologies into manufacturing.

**LANXESS CORPORATION**

2006 – 2018

*A German multinational company supplying specialty chemicals to a diverse market; Bayer Corporation spin-off.*

**VICE PRESIDENT CORPORATE DEVELOPMENT NAFTA**, Pittsburgh, PA

Led strategic initiative to build a new manufacturing facility in the US to drive organic and inorganic growth. Identified acquisition targets to grow existing business or enter new markets.

- Co-led integration of global commercial operations for the \$2.5M Chemtura acquisition across NAFTA, South America, Europe, and Asia. Rationalized staff and remapped all sales territories for North America.
  - Developed relationships with state development authorities while identifying financial incentives to build plant in the US and conducting greenfield and brownfield studies to assess NPV and potential ROI.
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**VICE PRESIDENT | MANAGING DIRECTOR, LANXESS MIDDLE EAST, UNITED ARAB EMIRATES – UAE (2011 – 2016)**

Asked by Board to establish the LANXESS operational footprint in the Middle East and assume full responsibility in the GCC region.

- Orchestrated launch of \$2.5B joint venture between LANXESS and the multinational Saudi Aramco (one of the largest and most profitable companies in the world) for production of synthetic rubber.
- Created the startup operation in the Middle East, defining legal structure, securing articles of incorporation, overseeing office renovation, and establishing framework for direct sales organization.
- Built strategic partnerships to gain access to critical hydrocarbon-based raw materials to meet global requirements, and enhanced name recognition through participation and speaking engagements in regional chemical industry forums.

**GLOBAL VICE PRESIDENT, POLYMER ADDITIVES, Leverkusen, Germany (2006 – 2011)**

Recognized for successes in the US and asked to lead the Polymer Additives global operation with full P&L ownership (>\$200M in revenue). Provided direction to sales, marketing, R&D, technical services, and production.

- Challenged with driving growth beyond the historical 5% EBITDA margin or risk divestiture during a period of new European chemical regulations with negative implications for the business.
  - Took a courageous and highly controversial stance, stopping production of all chemicals the business produced that could be labeled hazardous and further erode revenue base.
  - Increased EBITDA 300% by restructuring business model and launching manufacturing reengineering project, rationalizing resources, automating processes, and reducing costs 19% and global staff 41%.
- Initiated multiyear R&D project in collaboration with the University of Lyon to develop environmentally friendly additives to help meet customer demand.

**BAYER CORPORATION | LANXESS**

1998 – 2006

*Bayer Corp is the US subsidiary of the life sciences multinational Bayer AG Global; LANXESS spin-off was created in 2004.*

**VICE PRESIDENT, FUNCTIONAL CHEMICALS, Pittsburgh, PA (2002 – 2006)****DIRECTOR, PERFORMANCE CHEMICALS, Pittsburgh, PA (1998 – 2002)**

Promoted to lead business operations with full P&L for the Functional Chemicals North America business unit generating \$80M in annual sales. Member of the LANXESS global leadership team.

- Implemented disciplined inventory control process for all overseas imported products, optimizing DSI, increasing cash flow, and achieving a 100% increase in EBITDA.
- Core team member on negotiation of JV with Chinese company requiring the dismantling of a hydrazine hydrate plant in Texas, moving it and reassembling it in China. Directly responsible for all operations pertaining to US activities associated with JV discussions and implementation.
- Introduced new products into market segment, rapidly increasing revenue and profits; included the Bayer conductive polymer Baytron used for manufacturing surface mount capacitors for all Xbox game stations.
- Presented with an Award of Merit from the American Chemical Society for chemical industry contributions.
- Recognized with the US EPA, Presidential Green Chemistry Challenge Award for Baypure CX, an environmentally friendly and readily biodegradable chelating agent.

**DIRECTOR INORGANIC FINE CHEMICALS, Pittsburgh, PA (1998 – 1999)**

Selected for broader business role overseeing sales, marketing, technical services, and production for the \$50M operation with \$4M EBITDA. Instrumental contributor to joint venture discussion for North America.

**ADDITIONAL EXPERIENCE**

**BAYER AG** – *German multinational life sciences company.* **Technical Service and Applications Development Manager | Manager, R&D, Iron Oxide Pigments Group,** Uerdingen, Germany

- Championed development of new brighter iron oxide-based pigments that facilitated market penetration into the coatings industry.

**MILES, INC** – *Subsidiary of Bayer AG; renamed Bayer Corp.* **Manager R&D, Enamels and Ceramics,** Baltimore, MD

- Awarded US Patents: USP 5198393, USP 5264287 and USP 5382552 for high-temperature and nonstick enamel systems, and white enamel cover coat.
- Developed experimental design algorithms optimizing production processes and improving overall manufacturing cost structures.

**MOBAY CORPORATION** – *A US JV between Bayer and Monsanto.* **Senior Physicist**, Baltimore, MD

- Awarded US patents: USP 4880463, USP 4991642 for fluorine-free mold powders.
- Ran mathematical models for the continuous casting process for steel to optimize mold powder characteristics.

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### Education and Professional Distinction

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**PhD, Physics**, Catholic University of America, Washington, DC

Physical Properties of Multicomponent Borosilicate Glasses: A Study of Viscosity, Processing and Durability

**MS, Physics | MS, Engineering**, Cornell College, Mount Vernon, IA

**BA, Mathematics**, Cornell College, Mount Vernon, IA

**Professional Development:** Mahler Management Program; Bayer Corporation Senior Managers Assessment Center; Bayer Corporation Notre Dame Business Management Program

**Board Memberships:** Board of Directors, Pittsburgh Botanic Garden (2017 – Present); Board of Trustees, International School of Düsseldorf (Three Years); Board of Trustees AHK – German Emirati Chamber of Commerce (Five Years)

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### Personal Interests

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Running, Skiing, Squash, Scuba Diving

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