

CHIEF EXECUTIVE OFFICER / BUSINESS UNIT PRESIDENT

Senior-level executive experienced in building and nurturing multimillion-dollar divisions through accelerated growth, acquisitions, and turnarounds; responsible for nearly \$70M in operating margin improvement throughout career at General Electric and AGY.

Offering 20+ years of continuous achievement and progression in executive leadership roles at the forefront of multiple revenue, profit, and product launch successes. Influential manager with sincere commitment to people development and talent management who consistently cultivates cohesive, positively focused, high performance work environments. Possesses extensive international leadership experience, including a two year assignment in Japan.

Results-proven agent for lasting positive change and corporate culture transformation; repeatedly successful in transforming business units into robust, growing, highly profitable entities. Creative strategist skilled in building team energy via new visionary direction to drive generation of top line growth, profit improvement and firm value. Collaborates with other executives to make high-stakes decisions and combat mission-critical business challenges.

CORE SKILL AREAS:

- Profit & Loss Management, Strategic Business Planning, Operations Management, Leadership Development, Strategic Analysis & Planning, Acquisition / JV Due Diligence, Operations/Financial Turnaround, Lean / Toyota Production System, Six Sigma Methodologies, Private Equity Ownership, Product Line Management, Cross-Cultural Communications

PROFESSIONAL EXPERIENCE

AGY HOLDINGS, Aiken SC (A private equity portfolio company of Kohlberg & Co.) 2007-current

President and Chief Operating Officer

Led Strategy and Execution efforts for a \$237M supplier of enabling material technologies for high performance composites in the aerospace, defense, electronics, wind energy, construction and industrial spaces. Accountable for all aspects of EBITDA delivery for business, encompassing 2 U.S. and 1 Chinese facilities, employing over 1200 associates. Conceived and executed plans to profitably grow company and improve AGY competitiveness. Led multiple strategic initiatives and developed rhythms to facilitate tightly managed execution. Integrated AGY's first ever acquisition, the Owens Corning Continuous Filament Mat business and was negotiation and transaction leader for the acquisition of AGY Shanghai Technology Co. throughout a complicated 18 month deal process.

- Execution: Delivered business record revenues (\$237M, up 28%) and EBITDA (\$52M, up 24%) in 2008 through focused new business development and aggressive cost out efforts. Refocused global manufacturing footprint to increase flexibility and reduce period costs. Strategic Repositioning: Built from ground up an entirely new core competency (precious metal fabrication) which frees up more than \$XXMM of liquidity and increases EBITDA by over \$XMM. Drove and executed strategy to acquire AGY Shanghai Technology Co. operations and led technology transfer strategy which will take business from breakeven to \$XXMM EBITDA run rate. Top Line Growth: Led detailed integration acquisition preparation and integration for Continuous Filament Mat business from Owens Corning, adding \$XXMM of revenue in 2008. Secured 5 year, 100% share commitment from business' largest electronics customer which added \$XXMM incremental revenue / year. Led business to prioritize development efforts for breakthrough new products in the wind energy and high speed electronics spaces which will become major portions of AGY's EBITDA stream. Team Leadership: Genuinely engaged stakeholders from private equity sponsor to Senior Leadership Team to factory associates, ensuring constancy of message and alignment on business critical initiatives.

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PROFESSIONAL EXPERIENCE

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GE SEALANTS AND ADHESIVES, Huntersville, NC 2006-2007  
 (Acquired by Apollo Management in 2006 and renamed to Momentive Performance Materials)

**General Manager**

Managed a \$215M residential and commercial building materials business unit, overseeing all P&L functions that included three manufacturing plants and 165 exempt and non-exempt employees. Conceived, developed, and executed business and financial strategies to drive growth and enhance enterprise profitability. Implemented and executed management operating rhythms to track progress of business financial commitments, new product innovations, channel growth, and manufacturing and distribution operations. Expanded revenue pipeline via share penetration, new product introductions, and development of product and channel adjacencies.

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| <b>Strategic Planning</b> | <ul style="list-style-type: none"> <li>◆ Achieved all-time business record profits in 2006 by driving cost-out programs in manufacturing and distribution and implementing multiple price increases with minimal loss of share.</li> <li>◆ Focused strategically on innovation, collaborating with IDEO to create a family of radically new products that will bring in incremental revenues of up to \$10M annually.</li> </ul>   |
| <b>Change Management</b>  | <ul style="list-style-type: none"> <li>◆ Played an integral role in preparing the company for transition to a stand-alone private equity sponsored firm; providing operational and cultural leadership to ensure a smooth transition.</li> <li>◆ Cultivated relationships with major “big box” retailers, hardware and paint stores, construction project companies and OEM’s that resulted in \$16M in new product growth.</li> </ul>   |
| <b>Market Expansion</b>   | <ul style="list-style-type: none"> <li>◆ Identified expansion opportunities in Latin America and Asia, leveraging international experience and local teams to secure an exclusive share at the largest home improvement retailer in China.</li> <li>◆ Spearheaded large promotional campaigns to increase category and brand awareness, leveraging NASCAR sponsorship and national TV ad and PR campaigns to drive pull-through sales.</li> <li>◆ Facilitated a partnership agreement with adjacent product producer to obtain exclusive rights to their technology and products, which will bring in an expected \$4M in annual revenue.</li> </ul> |
| <b>Team Leadership</b>    | <ul style="list-style-type: none"> <li>◆ Enhanced the organizational culture via clearly articulated strategic vision and resulting resource alignment; energized teams via leadership style that spurred engagement and loyalty from associates.</li> </ul>   |

GE QUARTZ AND ADVANCED CERAMICS, Strongsville, OH and Tokyo, Japan 2000-2006

**Vice President – Global Sales and New Market Development**

Led global commercial efforts for a \$250M stand-alone business unit with a team of 45 people in 11 countries. Maintained an intimate understanding of the complex global marketplace for business’ highly engineered applications in the semiconductor, optics, and telecommunications segments and maximized company potential through innovative new business models, aggressive market expansion initiatives, and personal investment in outstanding customer loyalty.

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| <b>Bottom-Line Improvement</b>  | <ul style="list-style-type: none"> <li>◆ Maintained market leadership position despite prices that were 10-40% higher than competitors’ by consistently delivering superior customer intimacy, fulfillment processes, and value selling.</li> <li>◆ Dramatically expanded served markets via the acquisition of Advanced Ceramics Corporation; played a major role in the identification, due diligence and integration of this \$60M company.</li> </ul> |
| <b>Growth Strategies</b>        | <ul style="list-style-type: none"> <li>◆ Developed and implemented a totally new commercial structure with the industry’s largest OEM that doubled GE material share (29% to 62%) and generated more than \$8M in revenue.</li> <li>◆ Designed and executed a new business model that advanced the business’ position from merely a materials supplier to a value-added system supplier, tripling revenue per application.</li> </ul>                     |
| <b>International Operations</b> | <ul style="list-style-type: none"> <li>◆ Led efforts to secure \$30M investment in the first Western-funded modern quartz fusion plant in China to better compete with the recent entry of cheaper Chinese producers.</li> <li>◆ Relocated to Tokyo to be closer to Asian customer and specifier center of gravity</li> </ul>   |

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**PROFESSIONAL EXPERIENCE**


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GE LIGHTING, Cleveland, OH

1998-2000

**Product General Manager - Halogen**

Recruited to address a slow-growth product line that was facing increasing competition due to low-cost Chinese producers. Led a business team responsible for strategy, revenue, and margin of the \$195M halogen lighting product line. Served in a matrix role to lead the product management, technology, manufacturing, and supply chain teams.

**Product Expansion**

- ◆ Enhanced profit margin and market share by launching a new line of sourced high-quality, low-cost lamps; led aggressive initiative to identify and develop quality suppliers in China and Taiwan.

**Product Management**

- ◆ Achieved an additional \$8M in annual sales via minimal cost repositioning of existing technology; revolutionary new long-life product won the sustained leadership position at The Home Depot.
- ◆ Leveraged technology team to create a new range of high performance display lamps for leading retailers such as the Gap and the Limited that increased annual commercial share by over \$2M.

GE PLASTICS, Selkirk, NY and Mount Vernon, IN

1995-1998

**ColorXpress Leader (97-98)**

Challenged by current GE CEO, Jeff Immelt, to create a process that would fix chronic color consistency and matching issues that were frustrating major global accounts such as Ford, Nokia, Dell, and Apple. Created a team that used Design for Six Sigma to design and build a world class color and design center of excellence that dramatically improved the division's color capability. Project transformed GE color performance from a primary customer dissatisfier into a clear competitive advantage by decreasing color match time from six weeks to 48 hours and improving overall color match approval from 80% to more than 98%, facilitating over \$100MM of annual custom color resin sales.

**Global Crystalline Polymers Business Leader (95-97)**

Directed a global business team that was responsible for all aspects of \$400M P&L for the Valox™ and Xenoy™ resin businesses. Oversaw strategic investment, manufacturing, technology, human resources, finance, product marketing and sourcing processes to maintain competitive advantage and block competitors from eroding market share. Drove business critical six sigma projects to eliminate recurring quality issues. Improved contribution margin percentage by 4 points and operating margin percentage by 3 points via strategic capacity investment, cost-out redesign, new application development, and creative merchant supply agreements.

GE CONTROL PRODUCTS, Morrison, IL

1992-1994

**Plant Manager**

Led a high-volume manufacturing facility producing pressure and temperature sensors for the automotive, appliance, and air conditioning industries, supervising a total of 850 associates. Charged with restructuring plant operations to remain competitive despite a high labor cost base. Dramatically improved plant performance by analyzing core competencies to determine future operating strategies (exit or reinvest); eliminating high labor costs by instituting a "flex" workforce; transitioning high labor product lines to a lower labor cost environment; and altering the progression structure from seniority-based to pay for skill and knowledge. . Efforts were crucial in increasing sales by 36% and inventory turnover by 57% while delivering 12% variable cost productivity and 2.5% margin improvements.

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**ACADEMIC BACKGROUND & CREDENTIALS**


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**Masters of Business Administration**

UNIVERSITY OF FLORIDA, Gainesville, FL

*Graduated with High Honors***Bachelor of Science in Electrical Engineering**

FLORIDA INSTITUTE OF TECHNOLOGY, Melbourne, FL

*Attended Under Full Scholarship From National Society Of Professional Engineers, Graduated with Honors*