

JEFFREY J. DAVIS

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CHIEF EXECUTIVE OFFICER / BUSINESS UNIT PRESIDENT

Senior-level executive experienced in building and nurturing multimillion-dollar divisions through accelerated growth, M&A and new business models; responsible for nearly \$1B in enterprise value creation throughout career at GE, AGY, and Evonik.

Offering 25+ 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
- New Business Models
- Six Sigma Methodologies
- Private Equity Ownership
- Product Line Management
- Cross-Cultural Communications

PROFESSIONAL EXPERIENCE

EVONIK INDUSTRIES AG, Krefeld, Germany / Greensboro, NC

2010-present

SVP & GM, Global Baby Care

Led \$1.xB global industry-leading superabsorbent polymer business serving hygiene, agricultural and food packaging markets. Full P&L accountability and responsibility for strategy, execution and organizational alignment. Led complex global organization with X00 associates among 3 plants in Germany, 2 plants in US, and a global Acrylic Acid JV with Dow Chemical. Drove execution of “Asset-Light” global expansion strategy realizing X0,000 tons of capacity via licensee in Asia and 80,000 tons via JV in Saudi Arabia. Leveraged innovation leadership and aggressively optimized commercial agreements to improve margin and increase consistency of profitability.

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| Execution | ◆ Delivered sustained growth and profitability improvement, consistently increasing revenues (2012 = XXXM€, XX% CAGR) and EBITDA (2012 = XXXM€, XX% CAGR) every year in position.¶ |
| Strategic Repositioning | ◆ Drove first mover strategy and execution to build first superabsorber plant in the Middle East with 80KT / \$XXXM JV project with Tasnee-Sahara in Al-Jubail, KSA.
◆ Launched Asian expansion strategy via XXXKT captive licensee capacity with XXXXX in XXXXX, (Asia). Actively driving feasibility of targeted JV investment in Southeast Asia.
◆ Reshaped global acrylic acid investment strategy, re-engineering co-producer agreements and StoHaas JV mechanisms to ensure continuity of supply and deliver XM€ of annual cost productivity. |
| Innovation | ◆ Resourced and drove multi-generation innovation strategy which enabled Evonik to become lead innovation partner with three largest hygiene producers.
◆ (Confidential innovation bullet redacted) |
| Team Leadership | ◆ Effectively built strong alignment and engagement across widely dispersed global teams as one of only several American executives in a strongly German organizational culture. |

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

2007-2010

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. Conceived and executed plans to profitably grow and improve AGY competitiveness.

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| 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. |
| Strategic Repositioning | ◆ Drove and executed strategy to acquire AGY Shanghai Technology Co. operations and led technology transfer strategy which took business from breakeven to \$8M EBITDA run rate. |
| Top Line Growth | ◆ Led detailed integration acquisition preparation and integration for Continuous Filament Mat business from Owens Corning, adding \$33M of revenue in 2008. |
| Team Leadership | ◆ Secured 5 year, \$5M/year, 100% share commitment from business' largest electronics customer |
| | ◆ Genuinely engaged stakeholders from private equity sponsor to Senior Leadership Team to factory associates, ensuring constancy of message and alignment on business critical initiatives. |

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.

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| Strategic Planning | ◆ 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. |
| | ◆ Focused strategically on innovation, collaborating with IDEO to create a family of radically new products that will bring in revenues of up to \$10M annually, granted US Patent D606882 . |
| Market Expansion | ◆ 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. |
| | ◆ Leveraged international experience to secure an exclusive share at the largest home improvement retailer in China. |
| Team Leadership | ◆ 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. |

GE QUARTZ AND ADVANCED CERAMICS, Strongsville, OH / 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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| Growth Strategies | ◆ 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. |
| | ◆ 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 / year in revenue. |
| New Business Models | ◆ 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. |

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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 \$100M of annual custom color resin sales. Granted [US Patent 6349300](#) for the industry's first online color matching service.

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.

ACADEMIC BACKGROUND & CREDENTIALS

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