JONATHAN R. WHITFIELD

MBA · P.ENG

Chief Executive Officer | President | Industrial Technology

Strategy Reset · Margin Recovery · Capital Allocation · M&A · Board and Investor Relations

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PROVEN SCOPE
$1.4B P&L owned
2,900 employees led
14 plants, 3 countries
9 direct reports, executive team

ENVIRONMENT
Public companies under activist pressure
Capital-intensive, cyclical industrials
Businesses mid-way through a reset

CORE SKILLS
Portfolio Strategy
Operational Turnaround
Capital Allocation
Investor Relations
M&A and Divestiture
Executive Team Build

VALUES
Tells the board the number first
Fixes the model before the org chart

BOARDS & ADVISORY
Director, listed industrial distributor

Chief executive with more than twenty years in capital-intensive industrials, the last six running a public industrial technology company through an activist campaign and a strategic reset. Known for narrowing a portfolio to the businesses that deserve the capital and holding the operating team to the handful of numbers that move the share price. Deep in capital allocation and divestiture, and in the investor and board management that a contested situation demands. Leads calmly, decides early, and explains plainly, in the plant as readily as in the investor room.

CAREER HIGHLIGHTS

- **Lifted adjusted EBITDA margin from 9% to 15% in three years by exiting two sub-scale segments and repricing the core**
- **Delivered a 2.6x total shareholder return against a sector index up 40% over the same period**
- **Sold a $380M non-core division at 11x EBITDA and redeployed proceeds into the highest-return business**
- **Settled an activist campaign without a proxy fight, seating two directors the company chose itself**
- **Rebuilt the executive team, seven of nine seats, with no loss of plant-level leadership**

CAREER HISTORY

Industrial technology manufacturer, $1.4B revenue, NYSE-listed, 14 plants across the US, Mexico and Germany; 7% activist stake at the time of appointment.

President & Chief Executive Officer

2020–Present

Reported to Board of Directors | **P&L** $1.4B | **Direct** 9 | **Indirect** 2,900 | **Scope** 3 countries, 14 plants

Hired by the board to end four years of missed quarters and a conglomerate discount the market had stopped forgiving, with an activist asking for a sale.

- **Took adjusted EBITDA margin from 9.1% to 15.4% in three years** by exiting two sub-scale segments, repricing the core book, and holding capex to the two businesses with the highest return on it.
- **Won the strategic review on the company's own terms** by taking the portfolio case to the board before the activist's slate was filed, after a 60-day read that found two segments consuming a third of capex and returning less than its cost.
- **Sold the $380M specialty-components division at 11x EBITDA,** running a process that drew three strategic bidders, and redeployed proceeds into automation capacity in the core.
- **Settled the activist campaign without a proxy fight,** seating two directors the company selected and ending the campaign inside nine months of appointment.
- **Delivered a 2.6x shareholder return over the tenure** against a sector index up 40%, through margin recovery and a buyback funded from divestiture proceeds rather than debt.
- **Rebuilt seven of nine executive seats inside 18 months,** promoting three plant leaders into the group and recruiting a CFO with public-company and sponsor experience.

EARLIER ROLES, BOARD AND ADVISORY WORK, AND EDUCATION FOLLOW ON PAGE TWO