

VICTORIA LAWSON



CHIEF EXECUTIVE OFFICER | BOARD DIRECTOR | GLOBAL OPERATIONS EXECUTIVE

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GLOBAL MANUFACTURING & SUPPLY CHAIN OPERATIONS

Enterprise CEO and board director with 25+ years of success transforming complex global manufacturing, supply-chain, and industrial-services businesses. Lead at the intersection of strategy, operations, capital allocation, commercial growth, talent, and governance, with experience directing up to \$3.8B in revenue, 11,500 employees, 42 sites, and operations across 17 countries. Known for restoring underperforming assets, scaling resilient operating systems, integrating acquisitions, and creating accountable cultures that improve safety, quality, delivery, cost, and cash simultaneously. Trusted by public and private boards to translate enterprise ambition into measurable growth, margin expansion, and durable stakeholder value.

ENTERPRISE VALUE CREATION	Grew revenue from \$2.6B to \$3.8B, expanded adjusted EBITDA from \$410M to \$740M, and increased enterprise value \$2.1B via portfolio focus, commercial growth, and pricing discipline.
GLOBAL OPERATING SYSTEM	Modernized 19 factories and 14 distribution centers, raising OEE from 61% to 84%, improving output 48%, lowering unit cost 22%, and releasing \$286M in working capital.
RESILIENT SUPPLY CHAIN	Protected \$510M in customer revenue through pandemic disruption, geopolitical volatility, material shortages, and port constraints while improving OTIF delivery from 89% to 98%.

NOTABLE HIGHLIGHTS

PUBLIC COMPANY BOARD DIRECTOR | PE OPERATING ADVISOR | FORMER ARMY LOGISTICS OFFICER | MBA

PROFESSIONAL EXPERIENCE

CALDERA INDUSTRIAL GROUP – Charlotte, NC

2018-Present

PRESIDENT & CHIEF EXECUTIVE OFFICER | 2021-Present

\$3.8B revenue | \$740M adjusted EBITDA | 11,500 employees | 42 sites | 17 countries | Board member

CHIEF OPERATING OFFICER | 2018-2021

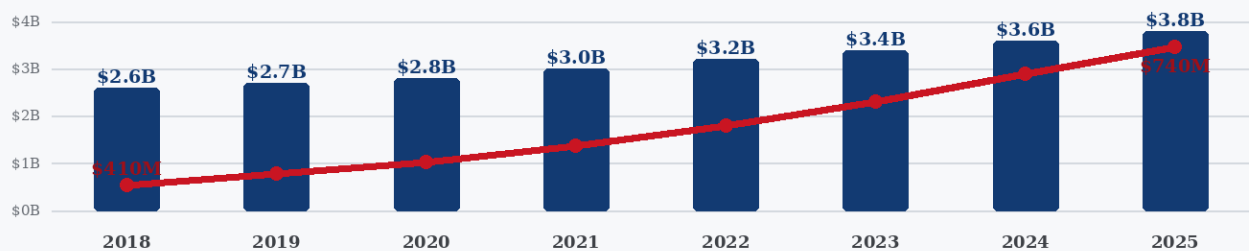
Recruited to lead enterprise turnaround, global operations, supply chain, procurement, quality, and transformation

Lead diversified industrial-automation, power-systems, and aftermarket-services enterprise serving transportation, energy, infrastructure, and advanced-manufacturing customers. Set enterprise strategy with the board; own P&L, capital allocation, organic growth, M&A, customer commitments, supply chain, digital transformation, talent, risk, and ESG. Direct 13 executives and maintain relationships with investors, lenders, strategic customers, government leaders, and labor partners.

Restored growth, expanded margins, and built a resilient global operating model.

- Increased revenue \$1.2B and adjusted EBITDA \$330M by exiting low-return businesses, launching higher-margin solutions, strengthening commercial execution, and deploying a common operating system across five divisions.
- Improved EBITDA margin 870 basis points and generated \$615M in cumulative free cash flow through pricing, product mix, labor productivity, footprint redesign, inventory segmentation, and disciplined capital deployment.
- Raised OEE from 61% to 84%, reduced scrap 39%, and improved first-pass yield from 91% to 98.6% by modernizing 19 factories, digitizing instructions, expanding predictive maintenance, and training 3,200 frontline leaders.
- Integrated seven acquisitions representing \$1.1B in invested capital capturing \$184M in synergies while retaining 93% of critical leaders and protecting all major customer commitments.
- Protected \$510M in customer revenue and improved OTIF delivery from 89% to 98% by creating multi-tier supplier visibility, alternate logistics paths, constrained-allocation governance, and executive customer communication.
- Built a succession-ready executive organization promoting 31 leaders, increasing ready-now coverage for critical roles from 42% to 88%, and improving leadership-team diversity by 27 points.

ENTERPRISE VALUE CREATION | 2018-2025



Navy bars = revenue | Red line = adjusted EBITDA

CALDERA COMMUNITY MANUFACTURING FOUNDATION — Charlotte, NC

2020-2024

CO-FOUNDER & BOARD CHAIR

Public-private workforce initiative expanding access to skilled trades and advanced manufacturing careers

Co-founded a nonprofit partnership connecting employers, technical colleges, schools, veterans, and community organizations to modern manufacturing education, apprenticeships, and family-sustaining employment.

- Reached 28,000 students and placed 11,400 people into apprenticeships, certifications, internships, and full-time roles through employer-designed curricula, mobile learning labs, scholarships, and paid work-based learning.
- Secured \$74M in public and private investment including a statewide advanced-manufacturing fund that equipped 38 technical programs and expanded access in rural communities.
- Improved first-year retention to 89% across participating employers by pairing technical preparation with coaching, transportation support, supervisor training, and transparent career pathways.

MERIDIAN MOBILITY SYSTEMS — Greenville, SC

2013-2018

EXECUTIVE VICE PRESIDENT, GLOBAL OPERATIONS & SUPPLY CHAIN

\$1.6B P&L | 6,200 employees | 21 factories and distribution centers | North America, Europe, and Asia

Directed manufacturing, engineering, supply chain, distribution, quality, environmental health and safety, and new-product industrialization for a global mobility-components business. Led 10 direct reports and served on the Executive Committee.

Converted a fragmented regional network into an integrated, customer-responsive global enterprise.

- Increased revenue 34%, improved operating income 58%, and sustained 99% service by aligning capacity, commercial forecasts, supplier commitments, and inventory policies through a global S&OP model.
- Reduced manufacturing and supply-chain cost \$132M over three years through network optimization, should-cost sourcing, design-to-value, freight consolidation, and lean material flow.
- Launched 27 products on time with 96% first-year quality attainment by integrating engineering, supplier readiness, tooling, validation, capacity, and customer milestones into one stage-gate process.
- Released \$118M in working capital and improved inventory turns from 4.2 to 7.1 through SKU segmentation, demand-signal governance, supplier lead-time reduction, and disciplined excess-and-obsolete controls.

FORGELINE EQUIPMENT COMPANY — Columbus, OH

2006-2013

GENERAL MANAGER, NORTH AMERICAN VEHICLE OPERATIONS

\$780M business | 3,400 employees | Four plants | \$240M operating budget | Union and non-union operations

Held full P&L and operating responsibility for heavy-equipment assembly, finance, human resources, information technology, and customer delivery. Led 11 executives and partnered with represented workforces through a major network consolidation.

Led a nationally recognized physical, cultural, and financial transformation.

- Delivered a \$365M four-plant modernization while maintaining customer delivery consolidating 2.2M square feet into flexible production cells with common quality, planning, and maintenance systems.
- Saved \$146M in three years and reduced labor hours per unit 37% through lean flow, automation, make-buy redesign, supplier localization, and frontline problem solving.
- Improved on-time delivery from 82% to 97% and warranty cost 44% by linking engineering change control, supplier quality, production readiness, and field-failure learning.
- Promoted 17 frontline employees into management and executive roles after creating a leadership academy, technical-skills pathways, mentoring, and transparent succession reviews.
- Negotiated a seven-year labor agreement with no work stoppage aligning flexibility, skills progression, safety accountability, and gainsharing with the network-transformation roadmap.

EARLIER CAREER	Ashford Components Plant Manager, Director of Manufacturing Engineering 1999-2006
MILITARY	United States Army Reserve Major, Logistics Officer Battalion S-4 Distinguished graduate, Command and General Staff Officer Course
BOARDS	Meridian Advanced Materials (NASDAQ: MAMT), Board Director Global Manufacturing Institute, Board Chair Audit, Compensation, and Operations Committees
EDUCATION	MBA, Supply Chain & Finance Carolina Metropolitan University MS, Industrial Engineering Great Lakes Institute of Technology BS, Engineering Management Commonwealth State University
CREDENTIALS	NACD Directorship Certified Six Sigma Master Black Belt APICS CSCP OSHA 30 Executive Study in M&A Integration and Corporate Governance