

EXECUTIVE BIOGRAPHY

Carol R. Jackson
Chairman and Chief Executive Officer, HarbisonWalker International



Overview

Carol is a visionary leader with demonstrated ability and consistent success in building business models that have enabled sales and profitability growth in both innovation-driven and commodity markets. She has practical experience in aerospace, automotive, industrial, consumer, and construction markets, as well as, the upstream industries (such as steel, coatings, chemicals, glass and ceramics materials) that support them.

Carol is adept at building strong, highly-effective work teams and at capitalizing on individual skill sets for the benefit of both the enterprise and the individual. She is effective at dealing across cultures with nearly two decades of experience in working with global peers and subordinates in all major world regions.

Key experience and expertise includes:

- Mergers, acquisitions, and post-deal integrations
- Building strong work teams
- P&L responsibility
- Cross cultural leadership
- Transformative negotiations
- Business strategy development
- High-impact plan execution

Specialties:

- Licensed Attorney in the State of Pennsylvania since 1999, certified transformative mediator since 2007, business process improvement initiator.

Specific Highlights

Carol Jackson is a C-suite executive with over 20 years of experience in coatings, chemicals, glass, ceramic materials, and specialty steel industries serving automotive, industrial, consumer, and construction markets. Carol is currently Senior Vice President and General Manager of HarbisonWalker International responsible for commercial operations globally. She is also an officer of the corporation headquartered in Pittsburgh, Pennsylvania.

Prior to joining HarbisonWalker in 2014, Carol served as the Vice President of the bar, wire, and strip business units of Carpenter Technology Corporation based in Reading, Pennsylvania. In this role, Carol has P&L responsibility for over \$700 million in sales of specialty metal products to customers in the

aerospace, automotive, medical, industrial, consumer, and energy markets. Carol was an officer of the corporation.

Before her time at Carpenter, Carol spent nearly thirteen years honing experience in P&L responsibility, general management, sales leadership, and market development through roles at PPG Industries. In her last assignment at PPG, Carol was the Director of Global Raw Materials Purchasing for the corporation, wherein she led the team responsible for the purchase of the portfolio of raw materials for all business units globally. This portfolio was valued at nearly \$5 billion in 2011 and included both converted raw materials such as pigments and resins, as well as basic crude oil derivatives used in the company's chemical facilities.

Carol began her full time professional life as a credit analyst with Integra Bank of Pennsylvania (now PNC). In years to follow, she was executive director of the Fayette Chamber of Commerce and, prior to joining PPG after attaining her advanced degrees, Carol worked as a graduate intern in the Corporate Development Department at Corning, Inc., in Corning, NY doing divestiture work for the company's Science Products division.

For the past three years, Carol has been member of the board of directors of Junior Achievement of Western Pennsylvania, and is currently a member of the governance committee. Carol has been a volunteer with the United Way as a member of the Women's Leadership Committee and the Agency Assessment Committee. She is a member of the National Association of Corporate Directors, the Pennsylvania Bar Association, and the Allegheny County Bar Association. An avid dog-lover, Carol supports such charitable causes as: "Paws with a Cause®," "The Humane Society of the United States," "ASPCA," and "Animal Friends," as well as, "Susan G. Komen for the Cure®" and "The Alzheimer's Association®."

Carol is a licensed attorney in the state of Pennsylvania holding a Juris Doctorate degree from the University of Pittsburgh, a Master of Science of Industrial Administration degree from Carnegie Mellon University – Tepper School of Business, and a Bachelor of Sciences degree in Business Administration from Duquesne University where she graduated with honors. Carol continues to advance her knowledge further building expertise in mergers and acquisitions and employment law. She also attended the Yale School of Management Executive Education program.

Carol and her husband Gregory Wagner, a retired executive from the Valspar Corporation, reside in the Pittsburgh area and are lifetime members of Sewickley Heights Golf Club.

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