

TERRILYNN MILLION SHORT

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Board-Related Expertise

- Strategy and Execution Oversight
- Succession and M&A Readiness
- Capital Allocation Optimization
- Capabilities to Scale Growth
- Operations and Commercial Reset
- New Market Entry and Innovation
- Brand Repositioning

Industry Experience

- Industrial Technology & HVAC
- Environmental/Water
- Chemicals & Specialty Metals
- Consumer & Retail

Corporate Governance Education

- Black Corporate Board Readiness Program, Santa Clara University
- Private Company Governance certificate, Private Directors Association

Affiliations

- National Association of Corporate Directors
- Private Directors Association
- Economic Club of Chicago

Education

- MBA, Stanford University Graduate School of Business
- BS, Miami University
- Women's Senior Leadership Program, Northwestern Kellogg School of Management

SUMMARY

Terrilynn Million Short is a global board chairperson, CEO, and general management executive with 30+ years of growth-oriented leadership roles in Fortune 200 and FTSE 100 companies with direct responsibility for P&Ls of \$100M to \$1.2B.

Terrilynn is an expert in **accelerating profitable growth** by re-segmenting markets to identify new and under-penetrated opportunities, harness emerging market needs, and define focused strategy. She brings a board perspective on go-to-market discipline, simplified operations, and leadership and operating systems to scale.

She is a catalyst for change, helping companies anticipate risk and disruption to ensure success of **M&A and organic growth** objectives.

BOARD LEADERSHIP

- **Board Chairperson, Water and Optical Analysis Division** – Halma plc
 - Oversee board of directors for up to seven global operating companies, lead CEO selection/succession and M&A
- **Board Director** – Cradles to Crayons Chicago
 - Contribute to governance, strategy, and organizational growth

PROFESSIONAL EXPERIENCE

Halma plc, Amersham, U.K. (Chicago-based) | 2022 – Present
Chief Executive Officer, \$300M+ Water & Optical Analysis Division

- Member of Halma Executive Board and Sustainability Risk & Reporting Committee. Operations in U.S., U.K., Europe, China, India.
- Overseeing turnaround of four companies, one complete acquisition, and two disposals.

SPX Corporation, Burr Ridge, Illinois | 2016 – 2022

Vice President & General Manager, Marley Engineered Products

- Led 400-person business unit and re-oriented commercial strategy to win highest-margin and segments with new NPI capability.
- Improved operations with Lean and 80/20 focus to improve margins, resulting in an increase in gross margins by 3% points.
- Top-graded leadership team and built succession planning process.

Illinois Tool Works, Itasca, Illinois | 2010 – 2015

Global Business Unit Manager, Kester Division, Solder Materials

- Led 200+ employees with operations in U.S., Germany, Singapore, and China.
- Accelerated growth by restructuring the operational footprint and improving sales process to penetrate high-growth accounts.

Prior Roles: Sears Holdings, Boston Consulting Group, Travelers, and Lehman Brothers