



TO REQUEST CONTACT INFORMATION FOR THIS INDIVIDUAL, PLEASE
EMAIL SHAWN TAYLOR KAMINSKI: SKAMINSKI@DIRECTWOMEN.ORG

Karen G. Narwold, NACD.DC

*Global Manufacturing • Environmental, Social, Governance (ESG)
Ethical Leadership • Strategy • Risk Management*

Target: Board of Directors role in the Energy and related sectors, with a specific focus on Clean Energy, Sustainability, and Mining.

BOARD EXPERIENCE

Highly accomplished executive with extensive experience at the C-suite and Board of Directors level, specializing in the clean energy and sustainable manufacturing spaces. Visionary leader who steers global companies for near-term and long-term growth through expertise in global strategy, M&A, risk management, governance, legal, ethics and compliance, external affairs (government, regulatory, community communications), IT, and people management functions. Influential decision-maker who brings a wide breadth and depth of expertise in critical minerals, energy, basic industries, and global manufacturing to help companies evolve for greater sustainability and positive community impact.

Core Strengths

Strategic Planning | Clean Energy & Sustainable Manufacturing | Corporate Governance | External Affairs | ESG
Mergers & Acquisitions | Corporate Transformations | Digital Transformations | Enterprise Risk Management (ERM)
Change Management | Capital Raising & Financing | Insights-Driven Decision Making | Leadership Development

CAREER HIGHLIGHTS

- **Board Leadership & Executive Guidance:** Advised multiple NYSE-listed companies at the C-suite and Board levels on strategic and transformative initiatives that delivered far-reaching and long-term impacts while evolving global companies' value-based culture, operations, and leadership.
- **External Affairs:** Instilled an advocacy focus and stood up new External Affairs team that advanced engagement with government and community stakeholders, regulatory compliance, and Albemarle's position as a responsible corporate citizen.
- **Change Management & Restructuring:** Shepherded global companies through significant change, including digital transformations and restructurings, to create a competitive advantage with an agile workforce for maximum impact.
- **Culture & Leadership Building:** Hired, mentored, and retained talent by sourcing candidates with strong values and sound risk mitigation, business judgment, and decision-making abilities.
- **Mergers & Acquisitions:** Served as lead negotiator for \$5.7B acquisition of Rockwood Holdings, closing deal in under 6 months to achieve \$120M+ in immediate synergies and elevate Albemarle to one of the leading lithium manufacturers in the world.

BOARD EXPERIENCE

INGEVITY CORPORATION (NYSE: NGVT)

2019 – Present

Board of Directors | Sustainability & Safety Committee Chair | Audit Committee Member

Advise and steer \$1.67B global chemical manufacturing corporation on its mission to provide products and technology that purify, protect, and enhance the world. Define global policies to advance sustainable manufacturing, ethical business practices, and overall safety of 2K+ person workforce operating across 31 countries. Ensure financial integrity and audit completion, strengthen risk management and internal controls, and safeguard company assets through long-term strategic planning.

- Appointed as inaugural Chair of newly established Sustainability & Safety Committee; instituted Sustainability as a core value by unifying the focus under one committee governing the framework, vision, and strategy.

CORPORATE EXPERIENCE

ALBEMARLE CORPORATION (NYSE: ALB)

2010 – 2023

Chief Administrative Officer | General Counsel | EVP | Corporate Secretary

Led Global Legal, HR, External Affairs, Ethics & Compliance, and IT functions for \$7.3B specialty chemicals and lithium leader powering cleaner energy with 7K+ employees serving diverse customers across 100+ countries. Recruited and built top-tier teams, developed and

mentored future leaders to establish a world-class talent pipeline, and innovated sustainable processes to support clean energy goals. Defined and operationalized strategies to elevate company operations and strengthen risk controls and stakeholder engagement.

- **Executive Leadership:** Defined company values, served as steward of company culture, and advised Board of Directors to promote company across 100+ countries.
- **Global Business Strategy:** Leader in strategic discussions to shape growth roadmaps, informed by macro trends and consumer insights, that drove corporate restructurings and holistic growth.
- **Risk Management:** Championed program that mitigated key areas of enterprise risk and ensured continued compliance through efficient and cost-effective integrated programs. Member of the Enterprise Risk Management Committee.
- **Enterprise Transformations:** Evolved company from matrixed structure to a global business unit structure, streamlining functional support teams for optimal value.
- **Digital Transformation:** Led and restructured global IT organization to support 2x growth following Rockwood acquisition; recruited new CIO, CISO, and executive team that implemented new global systems (SAP S-4 Hana, Microsoft 365, Workday), driving operational efficiencies and mitigating cyber risk.

Global Growth Strategy
Enterprise Risk Management
Environmental, Social, Governance (ESG)
Sustainability in Manufacturing
Corporate Transactions & Restructuring
Ethical Business Leadership
External Affairs & Communication
Leadership Development

SYMMETRY ADVISORS | SYMMETRY HOLDINGS (AMEX: SHJ) | BARZEL INDUSTRIES (NASDAQ: TPUT) 2007 – 2010
Advisor | VP, Strategic Counsel | VP, Chief Administrative Officer | General Counsel

Partnered with Symmetry Holdings founders to raise capital for acquisition of Novamerican Steel (renamed as Barzel Industries); led formation of holding company and IPO for acquisition; post-acquisition advanced strategic and financial plans, leading capital structuring initiatives and design of processes for legal, HR and financial teams. Member of 3-person Symmetry Advisors team that executed organizational transformations, restructuring, and performance improvement for industrial manufacturing companies.

- **Mergers & Acquisitions:** Structured and negotiated \$900M acquisition of Novamerican Steel as key member of executive team. Led financing terms: \$175M syndicated asset-based credit facility and \$315M Rule 144A senior secured note offering.
- **IPO:** Defined and executed strategic plan in partnership with Symmetry founders, taking the company through IPO. Managed SEC communications and underwriter negotiations.
- **Corporate Governance:** Transformed financial functions, compliance, SEC reporting, capital structure planning, and legal and people processes. Served as Board Advisor on governance and executive compensation matters.
- **Financial Stewardship:** Steered through 2008 financial crisis to meet liquidity needs.
- **Management Consulting:** Advised on critical strategic, financial, and operational decisions for industrial manufacturing companies for performance improvement and strategic growth.

Strategic Planning
Data-Driven Decision-Making
Capital Raising & Financing
Governance
SEC Compliance
IPO Leadership
Management Consulting

GRAFTECH INTERNATIONAL LTD. (NYSE: EAF) 1990 – 2006
VP | General Counsel | HR | Corporate Secretary | Deputy/Asst. General Counsel | Regulatory & Commercial Counsel
Spearheaded growth, strategic transactions, and turnaround strategies at a \$1B carbon and graphite company.

EDUCATION, LICENSURE & CERTIFICATIONS

Juris Doctor, graduated with honors

University of Connecticut School of Law | Hartford, CT

Bachelor of Arts, Political Science, *summa cum laude*

University of Connecticut | Storrs, CT

Honors: Honors Scholar; University Scholar; Phi Beta Kappa; Phi Kappa Phi

Bar Admission, State of Connecticut

NACD Directorship Certification