



TO REQUEST CONTACT INFORMATION FOR THIS INDIVIDUAL, PLEASE
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Robin Walker-Lee

Industrial Background

With 30 years' experience in global manufacturing, Ms. Walker-Lee is a leader in developing and implementing strategies to meet the challenges of serving demanding domestic and international markets; managing high-profile commercial, regulatory and criminal risk; and leading teams to accomplish objectives in difficult conditions with the lowest cost and highest performance. She currently serves on the Board of Directors of Regal Rexnord Corp. and the EMCOR Group. Public company board service has allowed Ms. Walker-Lee to contribute meaningfully to a company's success on issues of strategy, policy and governance.

From 2010 until May 2015 Ms. Walker-Lee was Executive VP, General Counsel & Secretary of TRW Automotive Holdings Corp. ("TRW"), the leader in automotive safety systems. TRW was listed on the NYSE, with 2014 sales of \$17.5B, one of the top financial performers in the industry. She reported to the CEO and Chairman of the Board and was one of six members of the Executive Officer team. Based in part on the company's passionate focus on developing the full suite of autonomous driving technologies, TRW's stock price increased nearly 4.5x during her successful tenure at the company. Upon the 2015 sale of TRW to ZF Group for cash consideration Ms. Walker-Lee left the company; she immediately began public company board service.

Until 2010, Ms. Walker-Lee held various positions of increasing responsibility at General Motors. She led several key financial and restructuring initiatives during her special assignment to the General Counsel at the time of the GM bankruptcy. Her last position at GM was Assistant General Counsel-Operations and prior to that General Counsel & VP Public Policy, GM-Latin America, Africa & Mideast ("GM-LAAM"), a \$20B business segment at the time.

Global Experience

The automotive industry was among the first to globalize sourcing, production and distribution, and Ms. Walker-Lee was involved from the beginning of her career in meeting the challenges of globalization. She began her career in 1986 in the international business at GM, where she was responsible for the first joint ventures for GM in China and in India. In 1995, coincident with the establishment of the WTO, Ms. Walker-Lee proposed and established the international trade group at GM to allow the company to take advantage of the benefits of international trade agreements as it sought to enter new markets. At GM-LAAM, Ms. Walker-Lee served on the Strategy Board of the business and led a large team of legal and policy professionals in the region. She speaks French and Spanish.

**Corporate
Governance**

In her role at TRW, Ms. Walker-Lee advised the Board of Directors on strategies to respond to challenges affecting the company, including the investigation into antitrust violations in the autoparts industry by the US Department of Justice and the European Commission. She successfully managed the internal investigation and the company's defense in the matter, under the Board's direction. She regularly presented to the corporate governance & nominating and audit committees, as well as to the board of TRW.

Related to TRW's acquisition by ZF, she was responsible for managing the legal aspects of the successful sale of a public company for cash consideration, including fulfilling due diligence, concluding the share purchase agreement, securing shareholder approval, defending shareholder derivative class actions, and obtaining government approvals.

As a corporate executive as well as a board member, Ms. Walker-Lee has been actively involved in SEC and other corporate governance and compliance issues. She has managed significant private and public M&A projects, and has deep experience in capital markets. She is an expert in international trade and investment issues, including anti-corruption and export controls. At TRW, she was co-leader for product safety regulation under NHTSA, and responsible for environmental regulation and remediation. She managed TRW's internal compliance program, and reported regularly to the Board with an assessment of risk and recommendations.

Leadership

Ms. Walker-Lee continues to provide high-level leadership through public company board service. At Rexnord Corp., she was a member of the board transaction committee that led the successful effort to merge the company/s largest business unit, process and motion control, with the Regal Beloit Corp. through a reverse Morris trust. The transaction closed successfully in 2021 and created demonstrable value for the shareholders. As a member of the board of the combined company, Regal Rexnord, Ms. Walker-Lee is championing the successful integration and evolution of the company. At EMCOR, she serves as chair of the nominating and governance committee, leading the effort to adopt ESG policies that drive business results, continuing board refreshment, and participating in the top level leadership of the board.

In each company that Ms. Walker-Lee has been involved with, she has played a significant strategic role in the business transformation; whether through globalization and later financial restructuring at GM, focused product innovation at TRW, divesting most of Rexnord to create a pure-play water company, quickly acquiring regional players to form a \$10B roll-up at EMCOR, or integrating a major acquisition to nearly double the business at Regal.

Most Recent Positions

Current Public Company Board Service

- . Independent director at EMCOR Group (NYSE:EME), as well as chair of its nominating and governance committee: December 2018 – present
- . Independent director at Regal Rexnord Corp. (NYSE:RRX), as well as member of its corporate governance, sustainability and director affairs committee: Oct. 2021 – present

Past Public Company Board Service

- . Independent director at Rexnord Corp. (NYSE: RXN), as well as member of its compensation and nominating and governance committees: May 2015 – October 2021

Executive Vice-President, General Counsel & Secretary, TRW Automotive Holdings Corp.

- . 2010 - 2015
- . Responsible for all legal matters for global publicly traded company
- . Managed legal aspects of stock sale of TRW to ZF
- . Over \$17B revenue in last reported year (2014)
- . Responsible for international legal team of 40 legal professionals
- . Member of 6-person Executive Team at TRW
- . Reported to Chairman, CEO & President
- . Participated in Board; Corporate Governance & Nominating and Audit Committees

Professional

Background

Assistant General Counsel, Operations, General Motors Co.

- . 2009 - 2010
- . Responsible for advising business immediately post restructuring

Special Assignment to General Counsel, General Motors Corp.

- . 2008- 2009
- . Handled proposed major strategic auto manufacturer acquisition
- . Responsible for managing legal team on \$13.4B US Treasury loan facility
- . Significant role in Corporate restructuring contingency planning; esp. section 363 planning

General Counsel & VP Public Policy, GM Latin America, Africa & Middle East

- . 2002 - 2008
- . GM-LAAM one of 4 regions in GM global structure
- . Revenue of US\$ 20B, employment nearly 35,000 (in region 2008)
- . Member of management board of GM-LAAM & global functional boards

Other Work History:

- . Judicial Clerkship, Hon. Cornelia G. Kennedy, US Ct. of Appeals for the 6th Circuit 1985-86

Other Professional Activities:

- . DirectWomen Board Institute 2012; member of Advisory Council 2014-15
- . Michigan Law School Center for Int'l and Comparative Law Advisory Board 2001-02

Education

J.D. 1985, magna cum laude—Michigan Law School

- . Executive Editor Michigan Law Review; Order of the Coif

B.A. 1976 French and English, with honors—University of Kansas

- . Phi Beta Kappa