



Robin Walker-Lee

Business transformation expert providing leadership to public industrial manufacturing companies. Strategic, business focused general counsel with significant depth in M&A, financial restructuring, and management of high-profile commercial, regulatory, and criminal risk. Experienced independent director and committee chair of public companies undergoing complex corporate transformations.

BOARD EXPERIENCE

EMCOR Group (NYSE: EME) Norwalk, CT

\$11B mechanical and electrical construction, infrastructure, and building services company

Independent Director (2018 – present)

- Chair of Nominating and Governance Committee.
- Company closed multiple strategic acquisitions to form a \$10B roll-up during tenure.
- Annual sales volume has increased by over 25% and stock price has more than doubled since 2018.
- Lead effort to adopt ESG policies that drive business results.

Regal Rexnord Corp (NYSE RRX) Milwaukee, WI

\$5.2B manufacturer of highly engineered components and subsystems that convert, transmit, and apply power

Independent Director (2021 – present)

- Chair of Corporate Governance, Sustainability, and Director Affairs Committee.
- Active with integration of the Rexnord acquisition and championing company's on-going evolution.
- Company acquired \$5B Altra Industrial Motors Corp. in March 2023 and is in the process of divesting its industrial motors and generators business to WEG.

Rexnord Corp (NYSE: RXN) Milwaukee, WI

\$2B industrial component manufacturer

Independent Director (2015 – 2021)

- Member of Nominating/Governance and Compensation Committees.
- Member of board transaction committee that led the successful effort to merge Rexnord's largest business unit, Process and Motion Control, with Regal Beloit Corp., through a reverse Morris Trust, to form Regal Rexnord.

EXPERIENCE

TRW Automotive Holdings Corp (NYSE: TRW) Livonia, MI

(now ZF TRW, a private subsidiary of ZF Friedrichshafen AG)

\$17B automotive safety system manufacturer

Executive Vice-President, General Counsel, and Secretary (2010 - 2015)

- Provided strategic direction and oversight of all TRW legal matters. Led 40-person global legal team.
- Member of Executive Team; reported to Chairman, CEO, and President.
- Corporate Secretary and executive advisor to Corporate Nominating/Governance and Audit Committees.
- TRW stock price increased nearly 4.5x during tenure.
- Co-leader of National Highway Traffic Safety Administration product safety regulation committee.
- Oversaw environmental regulation and remediation.
- Managed TRW's internal compliance program.
- Successfully managed SOX, SEC, FCPA, and sanction compliance and litigation risk exposure.
- Selected Accomplishments:
 - Advised Board on DOJ/European Commission investigation of antitrust violations in the auto parts industry and successfully managed the internal investigation and company's defense.
 - Managed legal aspects of TRW stock sale to ZF including securing shareholder approval, defending shareholder derivative class actions, concluding the share purchase agreement, and due diligence.

- Divested product lines valued over \$1B that did not support change in business direction from autoparts to electronics.

General Motors Co. (NYSE: GM) Detroit, MI

\$157B automobile and parts manufacturer

Assistant General Counsel, Operations (2009 – 2010)

- Provided oversight of all GM legal operations.
- Managed compliance with US Treasury Department lending conditions following 2009 GM restructuring.
- Member of company-wide committee overhauling corporate culture.

Special Assignment to General Counsel, General Motors Corp. (2008 – 2009)

- Directed corporate restructuring plan to create Old GM and New GM under Section 363.
- Partnered with team, led initial \$13.4B US Treasury loan facility.

General Counsel and Vice-President Public Policy, GM Latin America, Africa & Middle East (2002 – 2008)

- Oversaw legal matters for \$20B division with 35,000 employees.
- Member of GM-LAAM Strategy Board and global functional boards.
- Led regional team in forming and implementing Fiat joint venture to combine powertrain and purchasing operations in Europe and Latin America.

Practice Area Manager – International (1995 – 2002)

- Proposed and established GM's International Trade Group to enter new markets via international trade agreements.

Senior Counsel (1990 – 1995)

- Formed GM's first joint ventures in China with Jinbei Auto and India with Hindustan Motors.

Attorney (1987 – 1990)

US Circuit Court of Appeals for the 6th Circuit

Judicial Clerkship for the Honorable Cornelia G. Kennedy (1985 – 1986)

ADDITIONAL INFORMATION

- **DirectWomen Board Institute**, *Advisory Council Member (2014 – 2015), Participant (2012)*
- **Michigan Law School Center for International and Comparative Law**, *Advisory Board Member (2001 – 2002)*
- **Legal Aid and Defender Association of Michigan**, *Pro Bono Representation (2000 – 2006)*
- Fluent in French and conversational in Spanish

EDUCATION

University of Michigan Law School, Ann Arbor, MI

Juris Doctor, magna cum laude (1985)

- Executive Editor Michigan Law Review
- Order of the Coif

University of Kansas, Lawrence, KS

Bachelor of Arts, French and English, with honors (1976)

- Phi Beta Kappa