


PRADEEP SAHA

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CEO / PRESIDENT / BOARD MEMBER

DRIVING PROFITABLE GROWTH IN CHALLENGING ENVIRONMENTS

- ✓ 20+ years driving double-digit growth, at Public and Private Equity. Developing high-performance organizations. M&A. Turnarounds. Investor and banking relations.
- ✓ Ranked *Top Talent* at GE.
- ✓ Top Tier Trained: Northwestern Kellogg School of Mgmt; GE Crotonville; Engineering degree.
- ✓ *Multi-industry*: Technology (semiconductors, electronics), Industrials (minerals, power transmission, material handling, civil infrastructure, plastics), Energy (oil and gas, nuclear).
- ✓ *Strategy*: Competitive mapping, core competence, growth beyond the core.
- ✓ *Sales & Marketing*: Talent development, channel design, pricing strategies, CRM Salesforce.com
- ✓ *Op-ex*: Six-sigma green belt, lean, safety, supply chain optimization.
- ✓ *New Product Development*: Voice of the Customer, Engineering Design, Launch.
- ✓ *Global*: Americas, Asia, Europe, Middle East, Africa.

PROVEN TRACK RECORD

CEO, President, and Board Member, Signature Systems (Dallas, TX) **2017 – Oct 2020**
Private Equity; Manufacturer of construction products.

Hired by Linsalata Capital to turnaround investment that had returned to par after 4 years.

- Increased EBITDA 7x on revenue increase of 1.5x, returning 5x MOIC (Multiple on Invested Capital) in 2.25 yrs.
 - Recruited an entirely new leadership team, increased employee engagement, diversified away from O&G to high margin high growth sectors, rebuilt sales team, divested low margin products.
 - Paid off entire \$11M debt; Reduced Working Capital 500 bps; Increased Overall Equipment Efficiency (OEE) from 50% to 86%.
 - Ran sale process including: Selected banker; Quality of Earnings report; market study; Management Presentations to 15 PE buyers.
- Post sale to new PE investor: COVID related orders drop of 15% vs 50% for competitors, while increasing EBITDA 3%.

CEO, President, and Board Member, Horsburgh & Scott (Cleveland, OH) **2014 – 2017**
Private Equity; Gear manufacturing, for Steel, Mining, O&G

Tasked with turnaround in the midst of earnings restatement due to accounting issues

- *EBITDA*: Increased from (\$7.7M) to \$1.5M on flat sales - SG&A reduction, lean, pricing.
- Renegotiated Debt Agreements.
- *Orders*: 20% increase while lowering selling expenses through Salesforce.com CRM implementation.
- *Cash*: Overdue AR reduced from \$5M to \$0.5M; DSO reduced by 5 days.
- *Operations*: Increased OEE from 40% to 65% for a custom low volume machine shop.
- *Brand*: Refreshed, resulting in unique web visitors increase from 300 / mo to 8000+ / mo.

Business Manager (P&L), VP of Engineering, Ametek (Kent, OH) 2007 – 2014

Industrial motors, \$250M Division of a larger Publicly held company

Initially tasked to develop a differentiation strategy for a commoditized business; then promoted to develop the global engineering team. Then tasked to revive a stagnant 10 yr old business.

- Grew top-line 20% in flat market through disciplined sales process and new product development.
- Reduced working capital 2% by reconfiguring supply chain.
- Led lean manufacturing work-outs at factories in Mexico and China.
- Diversified into higher margin niche markets and built brand into number two.
- Chosen by CEO to serve on most critical M&A deals.
- Established India R&D team of 80+.

Market Segment Manager, General Electric (Cleveland, OH) 2004 – 2007

Nuclear Homeland Security

- Established a new \$50M business in nuclear homeland security
- Led development and commercialization of several nuclear detection technology products working with White House, Congress, Department of Energy, Dept of Homeland Security, and the UK MOD
- M&A due diligence on several projects
- Ranked Top Talent

Director of Engineering and Business Development, Quatech (Akron, OH) 2001 – 2003

Networking devices, Private Equity

Senior Market Development Manager, Keithley Instruments 1996 – 2000

Test and Measurement instruments, Public

Manager of IT; Digital System Design Engineer, Photonics Systems 1990 – 1995

PROFESSIONAL DEVELOPMENT

- Non-profit work: North Texas Food Bank, Advisory Board
- Invited lecturer at various business events and at MBA classes at Kellogg
- Executive Program, Northwestern University, Kellogg School of Management
- MBA (Information Systems), University of Toledo
- BS in Electrical Engineering, University of Toledo
- Ametek Leader Development Program, Center for Creative Leadership
- Advanced Leadership Program, General Electric Crotonville Management Development Institute