

Thomas M. Redlinger P.E.

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GLOBAL BUSINESS EXECUTIVE CHIEF OPERATING OFFICER | DIRECTOR | CHIEF REVENUE OFFICER | VICE PRESIDENT

Innovative business strategist with a hands-on approach to leadership, building cultures, transforming strategy, integrating new businesses, and nurturing talent within Technology, Service, Commercial, Manufacturing, and R&D organizations. Leads organizations facing critical challenges; identifies, accelerates, and capitalizes on business model innovation opportunities that enhance service differentiation, profitability, reduce costs, and create sustained multi-million-dollar improvements to shareholder value. Holds Corporate Director Certification from Harvard Business School and executive education at MIT, Harvard, and Rice Universities.

SELECT LEADERSHIP CONTRIBUTIONS

- **Developed and executed distinct strategic growth plans for five global businesses each achieving significant market share gains greater than 10% in the first year** by adjusting commercial models, sales activities, operational agility, and integration of new technology.
- Reimagined commercial, operations, and logistical services from proposal to execution. **Eliminated 50% of the operational steps conducted by client facing staff. Efforts doubled the asset utilization, expanded client base 3X, and delivered 20% additional revenue.**
- Accelerated the adoption of technology within service delivery **leveraging the scalable power of artificial intelligence, machine learning, business intelligence software and advancements in digital warehousing for entry into highly competitive markets. This led to reduction in costs and secured 15% - 20% market share gains.**

PROFESSIONAL SUMMARY

- Global P&L management experience exceeding \$900M
- Recognized leadership in complex matrix organizations
- Start-up Research & Development success; 17 patents
- Created \$100M+ in new service revenue across industries
- Operations and supply chain experience in 30+ countries
- Board Member & board-facing management experience
- Delivered growth through M&A; acquiring, and integrating three companies

Strategic Planning & Execution | Quality, Health, Safety, Security & Environmental | Operations | Design Engineering | Supply Chain | Mergers, Acquisitions, Divestitures, Integration | Leadership Development | Business Development | Manufacturing | Research & Development | Board of Directors | Artificial Intelligence (AI) | Machine Learning

PROFESSIONAL EXPERIENCE

NDT Global LLC, \$150M Revenue, Private Equity Backed **2020 – 2023**

Midstream & Downstream O&G Infrastructure Construction, Inspection, Maintenance, Engineering Consultancy

Dynamic Risk Assessment Systems, Inc., Board Member (NDT Global portfolio company) **2021 – 2023**

NDT Global LLC, Vice President USA, Board Member **2020 - 2023**

Directed the technology as a service operation, execution, and sales while coordinating the company's data analytic efforts to ensure compliance with API, PHMSA, and our customers' integrity management plans.

P&L responsibility: \$65M USD, 120 direct and indirect reports. Reported to the President.

- Delivered \$20M+ (44%) organic growth with market share gains, adjacency markets by leveraging cost reductions.
- Encouraged cultural changes to re-enforce client-centric behaviors and empower individuals closest to client.
- Led the US based integration of two newly acquired businesses into the larger PE backed parent company.
- Coordinated manufacturing and "technology-as-a-service" activity across a complex global supply chain doubling asset utilization in two years.

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Frank's International, \$1.2B Market Cap, Publicly Traded (NYSE:FI)
Upstream Oil & Gas Well Construction Equipment & Services

2019 - 2020

Chief Revenue Officer and Senior Vice President of Business Development

Set the corporate strategy for growth and technology development of an international oilfield service company providing Upstream Oil & Gas Well Construction. Advised the CEO and Board of Directors on commercial activity, ESG, market changes and strategic response, including M&A.

20 direct & indirect reports: Marketing, Key Account Leaders, Sales Support teams. Reported to the CEO.

- Led the executive leadership team, corporate steering teams, and external consultants through organizational restructuring efforts to reduce the operating and corporate SG&A costs by \$30M USD (10% reduction).
- Re-energized marketing function across traditional, web-based and social delivery platforms; achieving a 200% increase in web traffic.
- Streamlined R&D project portfolio to match growth strategy resulting in improved time to market and return on R&D investment which resulted in 30% improved throughput.
- Led the marketing and product deployment strategy for Frank's first "AI embedded" product and service offering.

Bureau Veritas, \$12.5B Market Cap, Publicly Traded (BVI:PAR)

2013 – 2019

Global provider of testing, inspection, quality assurance, and engineering across all market verticals.

Chief Operating Officer and Divisional Vice President:

Led a global organization in the delivery of value-added quality assurance, inspection, engineering consultancy services. P&L responsibility: \$150M, 650 employees and 300 independent contractors. Group consisted of eight separate businesses across markets verticals ranging from \$2M to \$75M in annual revenue. Reported to the CEO.

- Organically developed the expansion into new infrastructure markets leveraging external partnerships and teaming agreements resulting in 5% organic growth.
- Acquired and integrated two major acquisitions. This expanded capabilities into core service areas. Developed the valuation models, business plans, and pre- and post-integration plans.
- Leveraged technology partnerships to remotely deliver services creating a unique service offering, including using artificial intelligence (AI) software to replace the manual review of inspection data.
- Pushed marketing and sales performance, increasing backlog (\$5M) and sales pipeline (\$70M).
- Provided oversight on critical supply chains for critical Oil & Gas, Aerospace, Power, and Infrastructure projects.
- Integrated new company, acquired in 2012, into the larger parent company, restructuring the organization, reducing costs and improving client alignment.
- Developed digital service platforms: training, manufacturing quality, standards and client interfaces.

Weatherford International, \$12.6B Market Cap, Publicly Traded (NYSE:WFT)

2001 – 2013

Upstream Oil & Gas Well Construction Equipment & Services

Led teams in four distinct areas: Corporate Governance, Operational Excellence, Global Business Line, and R&D.

P&L responsibility exceeded \$900M and controlled the corporate \$2.5B capital spending program.

Managed teams ranging from 10 to 100, Reported to the Vice President Level.

Director of Asset Management

2012 - 2013

Global Product Line Management

2008 – 2011

Research & Design

2001 – 2008

- Created 8% reduction in the set price for our third-party purchases resulting in more than \$16M in savings.

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Weatherford International (continued)

- Transitioned the center led global functions to a regionally based structure. Reduced SG&A costs by \$1M.
- Implemented a process to change the capital purchase program for US drill pipe reducing cash required to run the business by more than \$100M first year. Capital cost reduction and transactional saving exceeded \$45M.
- Developed a strategy to grow the drilling tools business in Africa. This resulted in \$10M in new revenue in 2011 and \$20M revenue growth in 2012.
- Improved asset utilization and capital allocation which reduced capital spending by \$400M. Developed and implemented a performance management program to measure and lead changes using key performance indicators.

MILITARY EXPERIENCE

U.S. Army Officer, Captain, Corps of Engineers, Active Duty, Bosnia-Herzegovina, Fort Hood, Tx **1997 – 2001**

Battalion Staff Officer; Engineer Company Executive Officer; Engineer Platoon Leader

- Platoon leader of U.S. based engineer platoon deployed to Bosnia-Herzegovina. Removed mines from five mine fields to facilitate resettlement. Built and repaired three bridges.
 - Planned and executed the first joint Serbian and Bosnian surveying operation expanding highway in Bosnia.
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EDUCATION

Bachelor of Science (BS) - Mechanical Engineering - Distinguished Military Graduate

Marquette University, Milwaukee, Wisconsin

Registered Professional Engineer (#91963: State of Texas)

Registered Patent Agent, USPTO

EXECUTIVE DEVELOPMENT & EDUCATION

Harvard Business School (HBS)– Corporate Board of Director Certification, 2022
Making Corporate Boards More Effective; Corporate Governance, Compensation and Audit

Rice University Jones Graduate School of Business – Executive Education - Fintech, 2021
Harvard Business School Online: Global Business Certificate, Alternative Investments Certificate, Entrepreneurship Essentials, 2021

Rice University Jones Graduate School of Business – Executive Education - Advanced Management Program, 2020
Harvard Business Professional Certificate Program: Data Science and Machine Learning, 2020
MIT Sloan & MIT CSAIL Executive Education: Machine Learning in Business, 2020

PROFESSIONAL AFFILIATIONS

ILO Institute (Institute for Innovation in Large Organizations), 2020 - Present
American Petroleum Institute (API) Executive Representative and Standards Committee: Member, 2009 - 2023
Vistage International, Advisory Board Member – Past Member, 2014 - 2021
SC5, sub-committee on Tubular Goods & SC8, sub-committee on Drilling Structures and Equipment
SPE/IADC Drilling Conference: Program Committee, 2009 - 2019
Session Chair: Downhole Tools, Artificial Intelligence & Tubular Sessions
TH Hill DS-1 4th Edition, Author, and Technical Contributor Sponsorship committee, 2009 - 2019