

Rustom J Desai

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GLOBAL TECHNOLOGY EXECUTIVE SKILLED BOARD DIRECTOR EDUCATOR

Accomplished technology executive and global growth agent who has successfully created, grown, and restructured businesses across multiple technologies and geographies. Powerful leader who has led his teams to success through complex regulatory frameworks, cultures, and customer needs- in domestic and international markets. Expert negotiator of strategic alliances-across arms' length arrangements all the way through JV's and acquisitions. Trusted board director with expertise in navigating tech and family-owned boards through complex governance issues. Global citizen who has lived and worked in the US, China, Taiwan, and India.

- Global business growth and leadership
- Board governance-technology and family-owned
- Formation, management governance of strategic alliances
- Strategy development and execution

BOARD DIRECTORSHIP

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JRD Group-Managing Director January 2020-present; Board Member 2019-present

Led transition of board leadership and governance of \$15M family investment enterprise from founder to second generation. Fundamentally changed scope of business to align with second generation family goals, while sustaining values of the founder. Developed governance framework to allow independent decision making while maintaining core governance standards.

NRB Bearings Limited, Independent Board Member, Strategy Committee Chair, 2017-present

Provide growth and governance counsel to one of India's largest woman-led, publicly traded companies. Guided company to international share gains as auto OEM's rewired their supply chains during the COVID19 pandemic. As Strategy Committee Chair, assist management to identify and leverage global trends to drive long term profit growth. Member, Nomination and Remuneration Committee.

Corning Technologies India Private Limited, Corning nominee Board Chairman, 2009-2016

Corning Finolex India Private Limited, Board Chairman 2011-2012, Corning nominee board member, 2011-2016

Corning Leader Sdn. Bhd. Malaysia, Corning nominee board member, 1999-2000

TEACHING ENGAGEMENTS

Visiting Faculty, Cornell University SC Johnson College of Business

Teach second year elective "Strategic Alliances"-arms students with weapons to envision, structure, manage and exit alliances. Copyright awarded for key original frameworks by the US Copyright Office.

ADVISORY SERVICE

Praxis Center for Venture Development, Advisory Council Member, March 2020-present

Approve applicant companies for fit and growth prospects. Mentor CEO's of member companies to success.

Emerging Markets Institute, Advisory Council Member, Cornell University, 2016-present

Worked with Institute leadership to develop strategy that clearly differentiates it. Participate as guest speaker on several Institute events.

EXECUTIVE & PROFESSIONAL SUMMARY-CORNING INCORPORATED, 1995–2020

Director, Precision Glass Solutions, Corning, NY (2016–2020)

Built global commercial organization for business delivering glass solutions for semiconductor/consumer electronics applications. Secured market access with key semiconductor companies. Led development/implementation of strategy.

- Built high-performing and diverse global team to secure access to semiconductor and consumer electronics.
- Delivered more than 20% profitable revenue growth within 18 months.
- Negotiated critical customer deals worth more than \$50M; acquired key customers in the US, Asia, and EMEA.
- Led team through launch of multiple new products, service offerings and product improvements.
- Envisioned and built agile sample delivery platform that revolutionized customer responsiveness and engagement.

Managing Director, Corning India and Optical Communications, New Delhi, India (2010–2016)

P&L responsibility for optical communications business in India. Led company through successful plant and business build. Recruited key members of leadership team. Served as influential voice for US companies as National Executive Board member of the American Chamber of Commerce.

- Led build/startup of state-of-the-art Optical Fiber plant and acquisition of key customer contracts, delivering profitable \$100M revenue 18 months from start up.
- Spearheaded government affairs strategy, securing >\$35M in government funding and record start up time.
- Negotiated joint venture that delivered market access but retained full control of assets & IP; first Chairman of Board.
- Additional Responsibility: Appointed Integration Director for \$200M acquisition from Samsung in 2015; held P&L responsibility for new business and 500+ personnel. Restructured business models, exceeded synergy goals.

President, Corning India, New Delhi, India (2008–2010)

Authored Growth Strategy that transformed company's presence. Built team and grew presence in multiple business lines.

Director, Worldwide Product Line-Display Technologies, Taipei, Taiwan (2005–2008)

Successfully launched of revolutionary LCD substrate, delivering increased price and reduced cost for >\$2B business. Industrialized use of thin substrates, creating significant customer value while reducing cost.

Director, Strategy and Business Development-China, Shanghai, China (2003–2005)

Co-developed China Display strategy, laying the foundation for what is now a multi-billion-dollar business.

Led import sales team to 30% year-over-year revenue increase for two years running.

Business Manager, Telecom-South Asia, New Delhi, India (2001–2003)

Founded telecom presence in India as spearhead of sales and team. Secured first customers that led to \$150M+ revenue.

Manager Corporate Development, Corning, NY, USA (1999-2001)

Participated in the due diligence, negotiation, closing of >10 tech transactions worth >\$5Bn.

Led integration of Australia telecommunications business, restructured organization to deliver return to profit.

EDUCATION, AUTHORSHIPS, PROFESSIONAL ASSOCIATIONS

MBA, Strategy, Cornell University, SC Johnson College of Business, Ithaca, NY, 1995.

BE, Mechanical Engineering, Delhi College of Engineering, New Delhi, India, 1993.

“Preparing for Success in the Post-Pandemic Future” published in Family Business Magazine, May 2020.

“Strategies for External Funding” published in Family Business Magazine, May 2021.

Invited to deliver presentation, “Ethnic Diversity Matters,” at Corning’s 2018 Global Finance Conference.