

| CANDIDATE'S NAME | |
|------------------|-----|
| POSITION | CEO |
| DATE | |
| REVIEWER'S NAME | |

The Score Card is used to determine a preliminary score for each candidate and their potential fit for the role.

- 1. Begin with a phone or video interview.
- 2. Complete this Score Card using the data collected from the phone interview, resume, and completed Skill Survey.
- 3. Use the completed Score Cards to compare each candidate (on an apples-to-apples basis) to decide who moves on to the next step in the interview process.

SCORING KEY

3 = Excellent | Proven experience, background, and past examples that are a strong fit for this role.
2 = Competent | Experience, background, and examples that are a potential fit for this role.
1 = Below Average | Experience background and examples that could be a detriment to this role.
Bonus = +1 | Exceptional experience or characteristics that go above and beyond the desired requirements for this role.

| Si | CILL SURVEY ANSWERS TO SCORE | SCORE |
|----|--|-------|
| 1. | Provide an overview of your expertise, including years of experience, in management roles related to the industrial, manufacturing, and/or railway industry. | |
| 2. | Do you have any experience with the repair and return or OEM manufacturing of mechanical or electrical equipment similar in any respect to that sold by EB/E? If so, please describe. | |
| 3. | Share an example of a project you were a vital member of that demonstrates your critical thinking and ability to think outside of the box to overcome project roadblocks. What were some of the difficulties encountered in this project? What was the final result? | |
| 4. | Have you ever been a part of a substantive new product/service launch? Describe the launch and share the results and learnings from that. | |
| 5. | Outline your experience with P&L management. What is the largest P&L you have been responsible for from a revenue standpoint? | |
| 6. | Please provide any examples of your ability to grow revenues and/or drive increased margins in the past. | |

7. Share an example of a strategic plan and operational policy you created and implemented; what steps did you take to accomplish the vision, how did you achieve internal buy-in from key stakeholders and, what were the bottom-line results? 8. Describe your leadership style. What are the most effective methods you have found to mentor, grow and develop, and build into a cohesive team, those who report to you? 9. Have you been involved in the due diligence process for M&A / Joint Ventures.? If yes, please describe your role.

SKILL SURVEY TOTAL SCORE

| ADDITIONAL CONSIDERATIONS | YES/NO/UNCERTAIN |
|--|------------------|
| Education Fit Is the candidate's formal education and training an asset to this role? | |
| Relocation Fit Does the candidate have minimal hurdles to relocation (home ownership, employed spouse, children in grade school, cost of living difference, etc.)? | |
| Compensation Fit Will we be able to offer a total compensation package that will motivate the candidate to make a change? | |
| Communication Fit Is the candidate a strong communicator who is easy to understand? | |

For each candidate that moves forward, now is the time to start the reference check process (<u>www.outmatch.com</u>) background check process (<u>www.clearcheck.com</u>) and assessment process (www.hogan.com). Remember, the more data and information you can collect earlier in the interview process, the better - as this will make for much better interviews and hiring decisions.

ADDITIONAL REVIEW NOTES: