



Christopher A. O'Herlihy

President & Chief Executive Officer

Christopher A. O'Herlihy is President & Chief Executive Officer of Illinois Tool Works Inc.

He became President & Chief Executive Officer and was appointed to the Board of Directors effective January 1, 2024. Mr. O'Herlihy joined ITW in 1989. After various roles of increasing responsibility, including Group President within the Polymers & Fluids segment, Mr. O'Herlihy moved to the Food Equipment segment as Group President, International in 2009. In 2010, he was promoted to Group President, Food Equipment Segment Worldwide. He was elected Executive Vice President in 2010 with worldwide responsibility for ITW's Food Equipment segment. Mr. O'Herlihy was named Vice Chairman in 2015.

Mr. O'Herlihy is a member of the Board of Directors for Masco Corporation (NYSE: MAS).

Mr. O'Herlihy graduated with a bachelor's degree in science from the University College Cork, Ireland and received a master's degree in science from the University of Massachusetts.

About ITW:

ITW (NYSE: ITW) is a Fortune 300 global multi-industrial manufacturing leader with revenue of \$16 billion in 2025. The company's seven industry-leading segments leverage the unique ITW Business Model to drive solid growth with best-in-class margins and returns in markets where highly innovative, customer-focused solutions are required. ITW's approximately 43,000 dedicated colleagues around the world thrive in the company's decentralized and entrepreneurial culture. www.itw.com



Axel R. J. Beck

Executive Vice President

Axel R. J. Beck is Executive Vice President, Food Equipment of Illinois Tool Works Inc.

Mr. Beck joined Hobart in Offenburg, Germany in 1989 as an Industrial Engineer in ITW's Food Equipment segment. He then managed Hobart UK's British manufacturing site for five years, before returning to southern Germany in 2002 as Business Unit Manager, Warewash Systems. In 2009, he was appointed General Manager of Hobart, and in 2011, Vice President & General Manager, Warewash International. In 2016, Mr. Beck assumed responsibility of Group President, Global Warewash. He was elected Executive Vice President of the Food Equipment segment in 2020.

Mr. Beck received a master's degree in mechanical engineering from the Offenburg University of Applied Sciences.

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T. Kenneth Escoe

Executive Vice President

T. Kenneth Escoe is Executive Vice President, Specialty Products of Illinois Tool Works Inc.

Mr. Escoe joined ITW in 2014 as Vice President & General Manager of ITW's Welding & Cutting Division. In 2016, he was named Vice President & General Manager of Hi-Cone. Mr. Escoe was appointed Group President of the packaging platform in 2019. He was elected Executive Vice President of the Specialty Products segment in 2020. Prior to joining ITW, Mr. Escoe spent seven years at Danaher Corp. He started his career at the Timken Company.

Mr. Escoe graduated with a bachelor's degree in mechanical engineering from North Carolina Agricultural and Technical State University, received a master's degree in mechanical engineering from the Georgia Institute of Technology, and a Master's of Business Administration from Harvard Business School.

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Xavier Gracia

Executive Vice President

Xavier Gracia is Executive Vice President, Automotive OEM of Illinois Tool Works Inc.

Mr. Gracia joined ITW as a Technical Manager for ITW Automotive – Spain in 2006. He progressed through a series of leadership positions within ITW’s Automotive segment in operations and general management, including being named Vice President & General Manager for EU Global Accounts division. In 2017, Mr. Gracia was named Vice President & General Manager of Continental Europe Construction in the Construction Products segment and then promoted to Group President for the Construction EU platform. Mr. Gracia was elected Executive Vice President of the Construction Products segment in 2022 and elected Executive Vice President of the Automotive OEM segment in 2023.

Mr. Gracia graduated with a bachelor’s degree in mechanical engineering from Universitat Politècnica de Catalunya and attended a management development program at IESE Business School.

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Patricia A. Hartzell

Executive Vice President

Patricia A. Hartzell is Executive Vice President, Test & Measurement and Electronics of Illinois Tool Works Inc.

Ms. Hartzell joined ITW with the acquisition of Instron in 2005. She started at Instron as a Software Engineer in 1998, advancing through positions in product management and marketing before eventually serving as General Manager of Instron EM Products. In 2018, she was promoted to Vice President & General Manager of Instron. Most recently, Ms. Hartzell served as Group President in the Test & Measurement and Electronics segment. She was elected Executive Vice President, Test & Measurement and Electronics in 2022.

Ms. Hartzell graduated with a Bachelor of Science in physics and mathematics from Grove City College. She later received a Master's of Business Administration from the D'Amore-McKim School of Business at Northeastern University.

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Michael M. Larsen

Senior Vice President & Chief Financial Officer

Michael M. Larsen is Senior Vice President & Chief Financial Officer of Illinois Tool Works Inc.

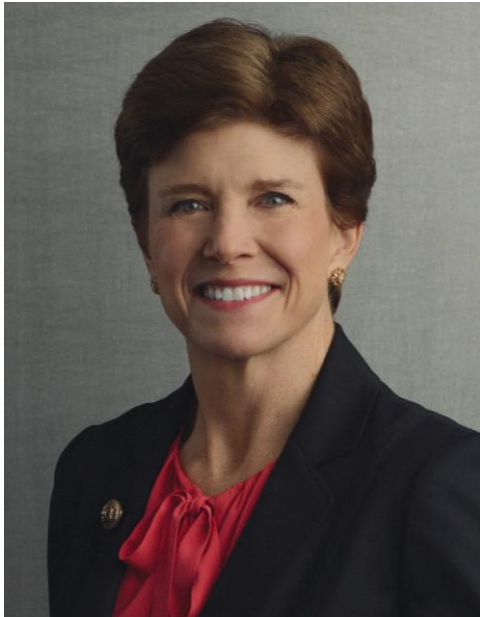
Mr. Larsen joined ITW in 2013, having previously served as President, Chief Executive Officer, and a Director of Gardner Denver, Inc. He also served as Vice President and Chief Financial Officer of Gardner Denver, Inc. from 2010 to 2013. Prior to that, Mr. Larsen was Chief Financial Officer at General Electric (GE) Water & Process Technologies. His previous experience includes more than 15 years with GE, where he held several global finance leadership roles with increasing responsibility.

Mr. Larsen is a member of the Board of Directors of A.O. Smith Corporation (NYSE: AOS).

Mr. Larsen graduated with a bachelor's degree in international economics from the American University of Paris and received a Master's of Business Administration from Columbia University and London Business School.

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Mary K. (“Katie”) Lawler

Senior Vice President, Chief Human Resources Officer

Katie Lawler is Senior Vice President, Chief Human Resources Officer of Illinois Tool Works Inc.

Ms. Lawler joined ITW in October 2014 and previously served as Executive Vice President, Human Resources for GATX Corporation. Prior to joining GATX, she held a wide range of positions in operations, human resources, and law with Tribune Media (formerly Tribune Company). Ms. Lawler began her professional career as an attorney in private practice.

Ms. Lawler is a member of the Board of Directors of Quanex Building Products Corporation (NYSE: NX).

Ms. Lawler graduated with a bachelor’s degree in history from the College of the Holy Cross and received a Juris Doctor from the University of Notre Dame.

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Christopher P. Rauch

Senior Vice President, General Counsel & Secretary

Christopher Rauch is Senior Vice President, General Counsel & Secretary of Illinois Tool Works Inc.

Mr. Rauch became Senior Vice President, General Counsel & Secretary effective June 2, 2025. Mr. Rauch joined ITW in September 2008 as Group Technology Counsel and has supported ITW's Construction, Food Equipment, Test & Measurement and Electronics, and Welding Segments. In 2019, he was promoted to Chief IP Counsel. Beginning in March 2025, Mr. Rauch also served as ITW's Interim General Counsel. Prior to joining ITW, he was a partner at the Dentons law firm.

Mr. Rauch graduated with a bachelor's degree in electrical and computer engineering from the Illinois Institute of Technology and received a Juris Doctor and Master of Laws from the University of Illinois - Chicago.

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Guilherme Silva

Executive Vice President

Guilherme Silva is Executive Vice President, Construction Products of Illinois Tool Works Inc.

Mr. Silva joined ITW in 2016 as Vice President & General Manager of ITW's Performance Polymers Division. In 2020, he became Group President of the Polymers platform. He became Group President TM&E – MTS in December 2021. He was elected Executive Vice President of the Construction Products segment effective January 2024. Prior to joining ITW, Mr. Silva spent five years at Danaher Corporation and prior to that, five years at McKinsey & Company.

Mr. Silva graduated with a bachelor's degree in mechanical engineering and a master's degree in industrial engineering from the University of Minnesota and a Master's of Business Administration from Northwestern University.

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Sharon A. Szafranski

Executive Vice President

Sharon A. Szafranski is Executive Vice President, Welding of Illinois Tool Works Inc.

Ms. Szafranski began her career with ITW's Food Equipment segment in 1994 as a Sales Trainee. She progressed through positions of increasing responsibility within the organization including Territory Sales Manager, National Account Manager, Product Line Director, Regional Sales Director, General Manager of Hobart's Weigh/Wrap business, and Vice President & General Manager of the segment's North American Refrigeration Division. In 2016, Ms. Szafranski was named Vice President & General Manager of Brooks Instrument, in the Test & Measurement segment. In 2019, Ms. Szafranski was named Group President in the Test & Measurement segment. She was

elected Executive Vice President of the Construction Products segment in 2020 and elected Executive Vice President of the Welding segment in 2022.

Ms. Szafranski is a member of the Board of Directors of ITT Corporation (NYSE: ITT).

Ms. Szafranski graduated with a bachelor's degree in accounting from Miami University, Oxford, Ohio.

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Mark Thibeault

Executive Vice President

Mark Thibeault is Executive Vice President, Polymers & Fluids of Illinois Tool Works Inc.

Mr. Thibeault joined ITW as an Engineer for Hobart Filler Metals in 2006. He progressed through a series of leadership positions within ITW's Welding segment in operations and general management, including being named Vice President & General Manager for Industrial Equipment. In 2020, Mr. Thibeault was named Vice President & General Manager of Instron Static in the Test & Measurement and Electronics segment before being promoted to Group President TM&E – Instron, Buehler and North Star Imaging in 2022. Effective January 1, 2025, Mr. Thibeault has been elected Executive Vice President of the Polymers & Fluids segment.

Mr. Thibeault graduated with a bachelor's degree in engineering technology and a Master's of Business Administration from the University of Dayton.

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