

It's been 30 years since I began my journey with Shimadzu Scientific Instruments, starting as an intern with plans to pursue graduate school. But what I found at Shimadzu—and in Howard County—was something far more transformative. I found a culture of mentorship, opportunity, and innovation. It inspired me to stay, to grow, and—humbly—to lead.

Today, I serve as President of Shimadzu Scientific Instruments, the first non-expatriate to hold this position in our company's history. My path wasn't traditional—it was shaped by a willingness to embrace change, learn continuously, and rise to new challenges. There's a Japanese proverb I've carried with me throughout my career: *Nanakorobi yaoki*—fall seven times, get up eight. It's a mindset that speaks to perseverance, but also to the power of growth through experience. Each step forward has been an opportunity to refine my vision and strengthen my commitment to people and purpose.

Howard County has been central to my professional and personal growth. It's a place where talent, innovation, and diversity converge. I've seen firsthand how strategic partnerships between industry, education, and government can elevate a region. At Shimadzu, we've invested in local talent, collaborated with universities, and supported STEM initiatives as part of our broader commitment to strengthening the community and driving innovation.

I believe I can bring a unique perspective to the EDA board—one rooted in global business experience but deeply committed to local impact. My leadership style is grounded in mentorship, strategic planning, and a relentless focus on people - customers, employees, and community members alike. I understand the importance of aligning economic development with long-term sustainability, workforce readiness, and inclusive growth.

If selected, I will work to ensure Howard County continues to be a beacon for innovation and opportunity. I'll advocate for thoughtful strategies that support small businesses, attract tech industries especially biotech, and foster an environment where ambition is nurtured, and success is shared.

Thank you for considering me. I'm excited about the possibility of contributing to the future of Howard County through the EDA, and I look forward to the opportunity to serve.