



Carl C. Liebert

Carl Liebert is a global business executive and board member with more than 30 years of experience leading customer-driven transformations and creating shareholder value within retail (AutoNation, 24Hour Fitness, The Home Depot, Circuit City), financial services (USAA), and industrial (General Electric) organizations.

Most recently Carl served as Chief Executive Officer and President of AutoNation [NYSE: AN], America's largest automotive retailer, where he was recruited by its Executive Chairman and Board of Directors after significant turnover of Board and leadership team to lead the company through a period of tremendous opportunity and evolution in the mobility industry. During his tenure, AN delivered 2 quarters of EPS beat - rebuilding confidence after prior years of declining performance, and Carl developed a strategy for both Brand Extension growth and AutoNation Experience Platform, launched One Nation, One Team, One Purpose moving from top-down/hub & spoke hierarchy leadership team to a distributed, transparent, collaborative operating model, and stabilized the field management team, upgraded necessary talent quickly, and stabilized existing leadership team.

Prior to being appointed Chief Executive Officer and President of AutoNation, Carl spent six years at USAA, a full service financial services company, serving nearly 13 million member customers, primarily military personnel, military retirees, and their families, most recently as EVP, Chief Operating Officer. In this role, he led USAA's business strategy and operations functions across the U.S. and overseas, including full P&L accountability for \$28B in revenue and over \$4.5B in profits for USAA's Bank, Investment, Life, Property and Casualty, and its commercial Real Estate Company. He was also responsible for delivering integrated and seamless omni-channel experiences through USAA's website, tablet, mobile devices, voice and emerging channels while maintaining world-class Net Promoter Score (NPS) performance in service to members. Throughout his career, he is known for bringing an agile, innovative and design-driven mindset developed from extensive customer service and process excellence experience. He previously served on USAA's Board of Directors and joined as an operating executive in 2013.

Prior to joining USAA, Carl was the President and Chief Executive Officer of 24Hour Fitness, the world's largest privately owned and operated fitness center chain and third in number of clubs. In this role, he led the operations of 415 fitness clubs across the United States and Asia. Carl was also an Executive Vice President and Head of Supply Chain and Stores worldwide for The Home Depot, the world's largest home improvement retailer with nearly 300,000 employees and more than 2,200 stores in the US, Canada and Mexico. In addition, Carl opened the first stores in China as well as establishes a global supply chain that included offices in Asia and throughout Europe. Carl also held general management roles with General Electric and Circuit City, following his tour as a Naval Officer. While in the Navy, he served as a supply corps officer onboard USS Caloosahatchee as well as holding several roles at the Navy Supply Corps School in Athens, GA.

This strong commitment to serving others continues today. He currently serves as a board member for the V Foundation for Cancer Research, the Naval War College Foundation Board of Directors, and the Naval Academy Foundation Athletic & Scholarship Program. Formerly, he served as Chairman of the Board for the USAA Real Estate Company and Vice Chairman of the Board for the USAA Bank. Prior roles include the Consumer Bankers Association Board of Directors, Board member for the Tragedy Assistance Program for Survivors (TAPS), Veterans of Foreign Wars Foundation Board of Directors; the Board of Directors for the children's non-profit organization, KaBoom!; the Naval Academy's Vice Admiral James B. Stockdale Center for Ethical Leadership; and the Deming Center for Quality, Productivity and Competitiveness at Columbia Business School.

Carl has a Six Sigma master black belt, is a member of the Global 50 since 2016, is a contributor with the Bain B10 CEO Global Banking Consortium, holds a master's degree in business administration from Vanderbilt University and a degree from the United States Naval Academy, where he helped lead the 1986 Midshipmen team to a 30-5 record and Elite 8 NCAA tournament appearance.

Carl and his wife, Amy, are proud parents of three sons and two grandchildren. They reside in Austin, TX where Carl is advising CEO's in Retail & Financial Services, Private Equity Firms, and a host of start-up companies.