

SUMMARY

20 years of domestic and international operating experience in executive level positions. Proven track record in motivating and building a strong organizational climate through personal involvement and a proactive leadership style. Ability to rationalize businesses, reset strategies and streamline operations to achieve revenue and profit goals in a leveraged operating environment.

1998 - 2001 **THE PLASTIC GROUP CHAIRMAN & CEO** Chicago, IL
Overview Recruited by Grotech Capital Group to execute an acquisition strategy and rapidly build a \$300-\$500MM plastic injection molding company by integrating multiple acquisitions into a homogenous multinational manufacturing platform capable of sustained growth.

- Phase I* Identify target companies to acquire.
- Actions*
 - Conducted due diligence on 80 companies serving 4 market segments (electronics, consumer, medical and industrial/automotive) during first 12 months.
 - Negotiated with targets which led to acquiring 5 companies ranging from \$7MM -\$160MM.
- Phase II* Rationalize the businesses while expanding product and service offerings to the marketplace.
- Actions*
 - Established a common corporate culture and built an executive management team with CFO, VP Engineering/Technology, VP HR, VP Operations/Integration and 3 Divisional Presidents.
 - Closed 2 manufacturing plants that saved \$4.2MM annually and implemented cost reduction initiatives that saved \$9.5MM annually.
 - Expanded value added services (clean room manufacturing and assembly, in-mold decorating, painting and global assembly capabilities).
- Result* Created a \$400MM plastic injection molding company with 14 US, Mexico, Canada and UK facilities, reduced operating expenses by \$13.7MM and expanded products and services.

1997-1998 **CANNON & COMPANY PRINCIPAL** (expected to become CEO)
Overview Recruited to execute a private equity investment strategy to build a \$200-\$300MM precision machining business focused on medical products, aerospace and semiconductor industries. Goal was to acquire 3-5 platform businesses as part of an industry consolidation of key manufacturers into a single-source solution provider for OEMs.

- Phase I* Due diligence evaluations of target companies.
- Actions* Analyzed 57 companies (\$15MM to \$135MM) and negotiated Letters of Intent with 12 prospects.
- Result* Cannon & Co. acquired a single medical components manufacturer with \$30MM in sales, a significant departure from the original platform strategy.

1994 - 1997 **SANDS & PARTNERS PRESIDENT/COO, INTERNATIONAL GROUP** 1995-97
Overview **E.V.P./G.M., FCI CONNECTORS** 1994-95 Europe
 Initially hired by the investment firm Jameison, Furor, Tell and Wran, to take over FCI Connectors, formerly Dupont Connector Systems. At FCI I managed a \$180MM European operation with 1,100 staff in France and the Netherlands serving the electronics, computer and telecom industries. By 1995, I formed a \$230MM business unit (Wire Berghoff) and then added companies (EFT& Findorf) that became a \$450MM company needing to be rationalized to grow profits and compete in a price sensitive market.

- At International Wire** - Rationalized and consolidated 29 manufacturing plants into 17 plants to capture efficiencies and respond to our largest customers who demanded price cuts of 5-10% within one year.
- Actions*
 - Instituted a unified corporate culture with new Executive Management Team.
 - Organized business units into 3 market driven divisions (bare wire, insulated and harness).
 - Evaluated P&L performance of each division to identify opportunities to reduce costs.
- Result* Created a top-5 North American producer of copper conductor wire and wire harness products.
- Result* Reduced prices 10% yet increased EBITDA by 5% worth \$8MM - all accomplished while absorbing \$10MM in closing and relocation costs.
- Result* Reduced inventories by 20% in 1996 thereby increasing cash flow by \$13.5MM.

Experience Continued

At FCI Connectors - Improved speed to market product delivery, by focusing on design, development and restructuring of the sales marketing organization.

Actions

- Instituted the American culture into the existing European system.
- Completely re-engineered the product development cycle time through process mapping.
- Re-engineered manufacturing operations into highly focused factories.

Result Increased sales by 22% within year one - worth \$35MM.

Result Reduced design development cycle time from 180 days to 70 days.

1987-1994

WENTON INTERNATIONAL, INC.

PRESIDENT — <i>Wenton Packaging Systems</i>	1993-94	Willoughby, OH Cleveland, OH
PRESIDENT — <i>Wenton Construction Equipment Group</i>	1992-93	Madison, WI
PRESIDENT — <i>Steel Products Division</i>	1988-92	Madison, WI
PRESIDENT — <i>Tate Division</i>	1987-88	Charleston, SC

Overview

Recruited by the CEO of this Fortune 500 company to help execute new initiatives to consolidate a conglomerate of 38 companies into 7-9 global market leaders ranging from \$50MM-\$500MM in sales.

Phase I Market integration of the construction manufacturing group. Successfully integrated 2 manufacturing companies and an acquisition into a business unit with \$60MM in sales and was poised to grow to \$150MM through new sales of branded products.

Phase II Market integration of the packaging group that had previously failed to integrate properly. Took the project after an initial attempt was made to create a single integrated market provider from 6 Figgie packaging companies - Wenton had spent \$50MM to consolidate and expand 4 plants yet sales had dropped by \$85MM. To salvage the integration are as follows.

Actions **At Wenton Packaging Systems** – Managed worldwide operations of 6-operating units with manufacturing centers in the UK, Italy, Brazil, Mexico, Australia, and the US (sales of \$150MM with over 1,000 employees). Implemented a recovery plan by meeting with global customers, building a new executive management team and working with plant management to resolve a late order backlog and push sales management to meet expectations.

Result Expanded sales and distribution by \$5MM in the Pacific Rim.

Result Accelerated R & D to meet the current and future demands in Asia and the Eastern block.

At Wenton Construction Equipment Group – Managed 3 manufacturing companies and a distribution company. Targeted sales were approximately \$150MM. Successfully created Wenton's first global market leader platform.

Result Streamlined marketing, sales, and distribution to focus on customer expectations.

Result Consolidated four manufacturing plants into a single highly automated facility.

At Steel Products – Managed an \$85MM company with 2 manufacturing facilities, 34 branch locations and over 800 employees. Expanded market presence into all tier-1 markets in the US.

Result Increased sales by 55% and profit by 115% from 1989 to 1991.

Result Expanded branch operations from 22 locations to 34.

At Tate Division – Senior Executive of a \$17.5MM manufacturer of construction and road building equipment. Rationalized products by pruning underperformers and reduced organizational overhead.

Result Realized \$1.5MM in new profit from successful turnaround of this division.

1980-1987

MADISON INDUSTRIES

Madison, WI

VICE PRESIDENT — GM

Managed a specialized manufacturing and distribution company. Additionally, was Executive VP of an international division that was in partnership with Blake Bronson in Brazil. Domestic sales were \$17MM.

EDUCATION

Business Administration - University of Chicago

Chicago, IL