

William E. Carter

2346 Bixel Ave.
Grosse Pointe Park, MI 48230

williamcarter@mcast.net

Home: 313-479-5427
Cell: 313-505-4689

President / Chief executive Officer

Industrial Manufacturing Environments

Entrepreneurial-oriented executive presenting a formidable record leading global business development, manufacturing, and strategic planning teams within manufacturing environments. Recognized for skill at turning around poorly performing divisions, guiding successful start-ups and/ or joint ventures, and establishing strategic alliances. Accustomed to interaction and working closely with C-level executive across industry and cultural lines.

Area of Expertise

- Strategic / Tactical Planning
- Organizational Design
- Continuous Improvement Practices (5s, Statistical, Process Mapping, One-Piece Flow)
- Computer-Integrated Manufacturing
- Quality Control / Assurance
- Facilities / Plant Design
- Staff Development and Supervision
- Start-up / Turnaround
- Business
- P&L Management
- Mergers and Acquisitions / Joint Ventures
- Due Diligence / Negotiations
- Operations / General Management
- Sales & Marketing

CAREER HIGHLIGHTS

THOMPSON-GENERAL AUTOMOTIVE (DearbornMi.)

(Global manufacture of primarily body-sealing systems, NVH control systems, and fluid-handling systems, with sales in excess of \$1.6 billion.)

Director, Strategic Planning, 2005-2007

Director, Business Development, 2004-2005

Selected to stay on as director of strategic planning following merger of General Products Company and Thompson Tire & Rubber. Continued with some areas of oversight, which encompassed mergers and acquisitions, strategic planning, and new ventures. Additionally involved in planning, communications, and competitive intelligence. Worked closely with CEO on M&A, made board-level presentations, and held P&L oversight for new ventures.

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CAREER HIGHLIGHTS, continued

Key Accomplishments:

- Actively involved in all aspects of sales of General to Thomson, which delivered premium to shareholders of 80% of trailing stock price.
- Cut business-development costs 40% for FY2006 by prioritizing and delaying or canceling certain projects.
- Successfully managed divestiture of Holt Industries, a plastics business selling product primarily to appliance industry.
- Generated proceeds well in excess of book value, despite continuing losses, following divestiture of plastics facility in Winnsboro, SC.
- Conducted strategic evaluation of European company for NFS Control System Division, which subsequently led to an alliance vs. joint venture or acquisition.
- Guided shift of two emerging ventures from technology to market development, greatly increasing credible sales prospects while significantly reducing overall spending.
- Established corporate strategy, which resulted in the creation of four SBUs. Process entailed completing a strategic-planning process, developing performance targets linking strategy and operating plans, and performing portfolio-valuation process for each unit.
- Greatly improved profitability of poorly performing plastics SBU during temporary assignment as VP/General Manager in 2005. Attained cost savings of 10% and achieved annualized sales of \$85 million during six-month turnaround period.

TELDYN (Unit of Global Intertech) - Minneapolis, Mn
(leader in compact fluid power components and systems, serving marine, automotive, recreational vehicles, medical, and general industry markets. Acquired by Parker Jamison in 2004.)
President, 2000-2004

Fully accountable for P&L of \$42 million standalone unit, with complete oversight of marketing, sales engineering, product development, finance, human resources, manufacturing, and employee base of 300.

Key Accomplishment:

- Grew the company from \$24 million to over \$40 million within three years by developing key accounts, expanding sales to several European customers, and securing limited numbers of government contracts.
- Implemented quality operation system, product-development and strategic-planning processes, and new accounting and MRP systems to facilitate and support growth of company.

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CAREER HIGHLIGHTS, continued

- Won large contract for outboard-motor hydraulic trim systems from Mercer Marine, resulting in becoming the sole supplier to Mercer, Laid foundation for long-term relationship through the establishment of pricing structure and integration of technical efforts.
- Achieved significant operational improvements by reorganizing manufacturing operations, hiring key operational personnel, and implementing continuous-improvement practices (5s, statistical methods, process mapping, one-piece flow).
- Increased sales and regained business by creating compensation program that rewarded sales force on individual performance to forecast, rather than on total company sales.
- Integrated U.S. operations of a company acquired by Teldyn's parent company.

HURON AUTOMOTIVE COMPONENTS- Benton Harbor, MI

(Start-up Michigan Motor/ Cogwell International joint venture company to develop, market, and manufacture interior features for the automotives industry.)

PRESIDENT, 1997-2000

Accountable for P&L, organization design, 10-year strategic plan, five-year business plan, and implementation of world class business practices (including self-directed work teams.)

Key Accomplishments:

- Directed formation of start-up venture including preliminary identification of joint-ventures partner and negotiation of final agreement.
- Developed organizational plan and oversaw recruitment of 150 management, technical, and production associates.
- Negotiated modern labor agreement with UAW.

MICHIGAN MOTOR COMPANY – Dearborn and Saline, MI
(Global automotive company)

SUPERVISOR, ADVANCED MANUFACTURING PLANNING, PLASTIC, AND TRIMS PRODUCTS, 1995-1997

Charged with developing manufacturing strategy for \$3.5 billion division, with 13 sites throughout North America and Europe. Devised methods to improve manufacturing efficiencies, created facilities plans for European expansion, and identified initiatives to support growth of newly formed division.

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CAREER HIGHLIGHTS, continued

Key Accomplishments:

- Implemented cross-divisional manufacturing cycle-time reduction program.
- Developed plan for initial manufacturing facility in Europe, which involved site selection, plant design, and organizational design.
- Led team redesign of 1.6 million-square-foot instrument panel manufacturing facility.
- Developed divisional Computer Integrated Manufacturing strategy and led implementation of organization to develop key applications.

MICHIGAN MOTOR COMPANY (continued...)

SUPERVISOR, ADVANCED MANUFACTURING ENGINEERING, 1994-1995

PROCESS DEVELOPMENT ENGINEER, 1988-1994

Led advance group focused on initiatives to streamline instrument-panel manufacturing via flow-through manufacturing and improved product design at \$350 million plant. Fully involved in process design, project management, and software development for automated systems.

Key Accomplishments:

- Developed and implemented automated manufacturing cells and factory-floor automation.
- Reduced lead time from 13 days to 1 by integrating entire manufacturing process.
- Completed broad array of process-development activities including computer simulation, robotic assembly applications development, design for manufacturability studies, and product-design feasibility activities.

Prior professional experience:

CARTER & CARTER ENTERPRISES, INC. – Houston, TX
(Printing and graphic arts organization.)

PRESIDENT, 1986-1988

NATIONAL SUPPLY COMPANY (division of Armco Steel) – Houston, TX
(Major supplier of oilfield equipment, worldwide.)

ASSOCIATE PRODUCT ENGINEER, 1985-1986

FEDERAL MOGUL CORPORATION – Southfield, MI
(Large manufacturer of industrial products for transportation industry)

MANUFACTURING ENGINEER, 1984-1985

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EDUCATION

MICHIGAN STATE UNIVERSITY – East Lansing, MI

MBA, GENERAL MANAGEMENT, June 1996

BS, MECHANICAL ENGINEERING, June 1984

PROFESSIONAL DEVELOPMENT

- AMA, Management Course for Presidents
- AMA, Mergers & Acquisitions
- Goldratt Institute, Theory of Constraints
- Numerous in-house classes at Ford