

Chief Executive Officer

CRAIG MARTON

Board Member

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SUMMARY

CHIEF EXECUTIVE OFFICER, business builder and improvement expert with a proven record of taking companies to a superior level of performance – with business revenues ranging \$30 to \$150 million and EBITDA's from < \$0 to \$15 million. An agile leader, who defines the correct strategic path for the realities of the marketplace, and who transforms business systems/processes and human resources/culture to execute the strategy, including building management infrastructure capable of sustaining breakthrough performance.

SELECTED ACHIEVEMENTS

Transformed LMC from an industrial and automotive manufacturer (plastics & metals) managing cash flow month-to-month to a growing business consistently returning value and equity to private family ownership.

Led Hedstrom out of bankruptcy, creating long-term financial viability with a record 10% ROS while growing the top-line 50% (from \$105 to \$150+ million) including a \$20 million acquisition – in four (4) years.

Successfully executed financial, operational, and cultural turnaround of Home Office Private Equity Owned Composites and Metals Manufacturing company – including leading the sale/exit of the business.

Rapid turnaround of failing financial services company – from \$3.5 million operating loss to \$3.7 million profit while growing revenues 30% in two (2) years in preparation for a strategic exit by private-equity owners.

CORE COMPETENCIES

Strategic Planning ♦ Sales Growth ♦ Product Launches ♦ Process Manufacturing ♦ Rationalization ♦ P & L
Commercial Products ♦ Tactical Initiatives ♦ Supply Chain Optimization ♦ Lean Enterprise Systems
6-Sigma ♦ Leadership Development ♦ Servant-Leadership ♦ Change Management ♦ Culture Building

PROFESSIONAL EXPERIENCE

Most recently (2022 to 2023), I was contracted for 6-months as the Interim President and CEO of TEPCO Glass, a middle market PE-owned manufacturer and subcontractor. My assignment was to lead the turnaround of a PE-owned commercial glass manufacturing and installer. We successfully reduced operating costs by \$5 million in the first 90 days. Additionally, we redefined our preferred target customer, redesigned the business development process, significantly improved productivity, and reduced operating costs.

From 2020 to 2022, I was chosen as President & CEO by the Board of Directors and Home Office private equity firm to lead the turnaround and subsequent exit/sale of Able Manufacturing Company, a manufacturer of fiberglass, metal, and tooling products serving agricultural, medical, rail, off-road, and other industries. In this role, I successfully designed, organized, and led the turnaround and exit/sale of Able Manufacturing within 16 months (during the pandemic). We provided a sustainable return-on-equity to the private ownership, upgraded the leadership team, and executed the strategy to achieve improved growth. Revenues improved by > 25% and EBITDA grew from a \$2 million loss to a \$2.5 million profit run-rate. It's important to note that the prior 8 years of effort to exit/sell Able Manufacturing were unsuccessful.

"Excellence with Integrity"

Prior to Able Manufacturing (2017 to 2019), I was recruited as the CEO to lead the turnaround of a failing private equity owned financial services company. We successfully re-designed the business transforming financial, operational, and cultural performance, including operations, supply chain, product support, sales, finance, and administration to improve and sustain profitability. The turnaround required upgrading the leadership team, defining, and implementing operating efficiencies, and leading growth initiatives. Operating Income/EBITDA improved from a loss of \$4.4 million in 2017 to a profit of \$3.7 million in 2019.

In 2015 through 2017, I accepted a 2-year consulting project to upgrade the leadership team and train/coach the successor to the Owner/CEO (his daughter). During that assignment, I was asked to develop and initiate the 3PL's first strategic plan.

From 2006 to 2014, as President & CEO of LMC Industries, I led my team to reengineer the entire business model including operations, manufacturing, supply chain, business development, finance, and HR to improve and sustain profitability. We restructured the management and staff, reducing team from 400 to 250 while simultaneously improving productivity – upgraded management processes, hired new executive talent, realigned teams to improve efficiencies and reduce COQ, improve customer service and delivery, developed robust cash management model and significantly improved customer relations. All while surviving the automotive downturn and recession of the mid-to-late 2000's. Additionally, we earned our banking partners' trust with improved performance, transparency, and reliable communication, renegotiating 3-year financing terms during the time when similar companies were being declined financing. Operating Income/EBITDA improved from a loss of \$2.5 million in 2006 to profits exceeding \$3.5 million in 2009.

Prior to joining LMC Industries, I led the leadership team to pursue the acquisition of Hedstrom Corporations, industrial and consumer products division. We secured \$16 million in investment capital to support the acquisition. Investors included the management team, business partners, and equity investment group. At the same time, I was an Independent Consultant, partnering with three (3) international consulting groups specializing in manufacturing, operations and logistics business improvements and turnarounds. Most of my assignments were at the request of Ford Motor Company and Nissan Motors. My performance turnarounds involved Fortune 100 companies as well as small independent businesses. Additionally, I worked with Investment and Private Equity groups performing due diligence on prospective acquisitions.

From 1999 to 2004, I held the position of Division President, for the industrial and consumer products division of Hedstrom Corporation. While at Hedstrom, we increased sales 45%, from \$105 million to \$150+ million; \$20+ million through acquisition and \$25+ million through market share growth, new market channel penetration and innovative product introductions. Additionally, we grew return-on-sales from < 0% to 10% within two (2) years. Other improvements included, upgrading the leadership team, creating "customer delight", improving supplier performance, and implementing sustainable manufacturing improvements.

Prior to joining Hedstrom, I spent three (3+) years with AlliedSignal. My initial assignment was Plant Manager and Director, U.S. Manufacturing, Truck Brake Systems, where I had full operating responsibility for two (2) highly bench-marked manufacturing plants. Within eight (8) months of this appointment, I led the analysis and recommendation to combine the facilities, reducing division operating costs by \$5 to \$6 million.

At that time, I was promoted to Director of Operational Excellence for the \$1 billion Safety Restraint Systems division of AlliedSignal with responsibility for lean and 6-sigma initiatives at 16 locations in 6 countries, including U.S., Mexico, U.K., Italy, Spain, and Germany. Following the success leading Operational Excellence, I was named Director of Mexican Operations, with full operating responsibility for \$400 million in revenues within the \$1 billion division, consisting of three (3) Mexico safety restraint manufacturing facilities.

"Excellence with Integrity"

From 1993 to 1996, I was General Manager of Purolator Products, Motor Components Division, manufacturing and distributing fuel filters, fuel pumps and starter drives to the industrial, heavy duty and off-road industries. During my tenure at Purolator Products, we successfully turned around the business unit achieving 11% return-on-sales – up from break-even within two (2) years of this assignment. This was accomplished through significant and sustainable cycle time and manufacturing cost reductions with total employee involvement – in a hardcore union environment. Additional substantial improvements in inventory, customer satisfaction, supplier performance and employee satisfaction were achieved.

Prior to Purolator Products, I held positions of increasing responsibilities with Tenneco, Inc., Walker Manufacturing Company – a leading manufacturer, marketer, and distributor of exhaust systems; including pipe, mufflers, and catalytic converters. These roles progressed from financial positions, to manufacturing leadership positions, including Plant Manager of a new plant start-up.

Before pursuing the above career path, I honorably served in the United States Marine Corps.

In 2003 and 2004, I was chosen by the Chief Executives Network (CEN) as “Subject Matter Expert” to lead workshops on Organizational Upgrade and Development, and Operational Improvement.

And, in 1994 and 1995, I was selected by IBM Consulting to speak as "Subject Matter Expert" on Continuous Flow Manufacturing (CFM) and Total Quality Leadership (TQL) at two Production Industry Conferences.

In each of my successes, I demonstrated the ability to improve performance through exacting execution. I am recognized as a team leader, builder and player with a high energy level and a burning desire to maximize stockholder value. Throughout my career I have been recognized for organizational and employee development, “customer delight”, innovation, team building, hard work, and bottom-line results. I am a forever student of Servant Leadership; I have a collaborative leadership style and I strive to achieve consensus for critical decisions.

EDUCATION & PROFESSIONAL DEVELOPMENT

Bachelor of Science in Business and Finance, Franklin University, Columbus, OH.

Dynamic Marketing, Integrated Supply Chain, Center for Creative Leadership, Six Sigma Greenbelt, Six Sigma Leadership, Manufacturing Excellence, Lean Enterprise Systems, Total Quality Leadership

PERSONAL BRAND

Authenticity – I value down to earth people and put emphasis on humble, real, honest, and true relationships.

Disruptive – Constantly challenging the status quo and building incredible culture where results and passionate people can thrive.

Innovative – I approach business situations with a creative mind, seeking to uncover win-win solutions that are positive outcomes for all stakeholders.

Leadership – For a lifetime, I have led great men and women to achieve remarkable results bigger than individual contributions.

Patriotism – I honorably served our Country and remain a proud supporter of our Armed Forces, first responders, and brave defenders of America.

Selflessness – I look for ways to help others; especially those who cannot help themselves.

“Excellence with Integrity”