

MARK E. WILLIAMS
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February 2002 to Present **Consulting in tooling and production of metal stampings. Troubleshooting of problematic progressive dies.**

Since returning to Seguin, I have had varied consulting assignments related to manufacture in Mexico or startups in Mexico. These include managing a major new automotive tooling program for a Mexican stamper, assisting an American company with the acquisition of an existing Mexican producer of steel joists, acquiring real estate and helping with the construction management and startup of a new stamping plant in the interior of Mexico, and assisting a US air conditioner manufacturer with the outsourcing of several hundred stampings in Mexico.

February 1994 to January 2002 **Matriz Internacional, SRL
Progressive Die Manufacture
Monterrey, Mexico**

I was controlling owner of a plant that designed and manufactured complex progressive dies for high volume manufacturing, serving Mexican and US companies. This company was closed in January 2002.

October 1991 to March 1993 **AUGAT AUTOMOTIVE, INC.
Automotive Electrical Connectors
San Antonio, Texas**

Plant Manager

I had full charge of Augat's San Antonio, Texas, world class injection molding and assembly facility. Additionally, I had responsibility for the Sabinas, Mexico, facility, a maquiladora shelter. Both plants were closed to consolidate duplicate facilities.

In San Antonio we produced injection molded electrical connectors for the automotive industry. There were fourteen vertical insert molding presses equipped with shuttles and rotary tables and eighteen horizontal machines from 22 to 200 tons in size. We used cell manufacturing concepts in those products that involved molding and assembly of complex connectors, terminals, and wire leads. The facility was a Q1 rated supplier to Ford, and was also a major Chrysler supplier. Sales volume was approximately \$11 million, with 120 employees.

At the Sabinas facility, a shelter, we produced shielded wire harness assemblies for the Ford premium radio product line. Annual volume was about \$13 million, with 240 employees. The facility qualified as a Ford Q1 plant during my tenure.

1977 to 1990

**OLSON METAL PRODUCTS
COMPANY
Contract and Proprietary Metal
Stampings
Seguin, Texas**

1988 to 1990 - Chairman of the Board - Proprietary Product Development

Although I started the company eighteen years ago as a contract manufacturer of metal stampings, on my initiative, the company moved toward a greater mix of proprietary rather than custom manufactured products. Having completed my work in Mexico, I focused in 1990 on adding new products to the existing line, developing two smaller personal computer cases which pushed sales over the \$20 million mark the next year. I identified the proper products based upon intimate knowledge of the volatile personal computer industry and supervised the detailed design of the two cases, including radio frequency emissions considerations as required by the FCC.

In moving the company into proprietary products, the gross margin percentages had increased from the low 20's to the low 30's, significantly improving profits.

I traveled twice to Europe during the year and recruited a sales representative for computer cases in the UK and France. I also visited eleven competitor facilities in Taiwan and Hong Kong to identify possible cooperative ventures and competitive disadvantages that might exist.

The prior year I was also involved in preparing the parent corporation for a General Motors Targets for Excellence inspection, which involved systems and documentation improvements. Much of the focus was on quality systems, including implementation of statistical process control programs.

1986 to 1988 - President - C.E.O. of Olson's Mexican Corporation

At the insistence of a major automotive customer, Olson decided to establish a 30,000 sq.ft. metal stamping facility in Matamoros, Mexico, to support the just-in-time inventory needs of the growing maquiladora industry there. We brought a new operating officer to Seguin while I devoted full time to the startup.

Bringing in only three experienced technicians from the U.S., I selected a seasoned Mexican engineer as plant manager, instituted intensive training for the inexperienced Mexican personnel, implemented statistical process control from the first hour of

production, and the facility was profitable in its fourth month of production. It established an excellent reputation for on-time delivery and low reject rates, and exceeded production rates for most jobs that previously ran in the Seguin plant.

1977 to 1986 - President & C.E.O.

Olson Metal Products bought the assets of Williams Manufacturing and moved into an 8000 sq.ft. building with 20 employees. Steady growth occurred and in 1980 we designed and constructed a beautiful "greenfield" plant in a new industrial park. We began to grow more rapidly, accelerating in 1984 with the addition of significant new business from a major user of automotive stampings.

In 1982 I created the company's first proprietary product by recognizing the impending importance of the IBM personal computer and the demand for add-on products that was to follow. This product line in 1990 returned almost \$500,000 in gross margin, which was about double the normal margin for stamped products.

In 1983 I began the use of statistical process control with such impressive results in quality improvement that Motorola asked me to speak at one of their corporate wide seminars. This led them later to make us a sole source for stampings at their Seguin facility.

Having recognized for some time the market demand for higher quality sheet metal cases for personal computers, in 1986 I made an important strategic move to share development costs with a rapidly growing computer manufacturer. This not only secured \$4 million in new contracts, but also led to our entry into proprietary case manufacture, which reshaped the nature and profitability of the company.

1972 to 1977

**WILLIAMS MANUFACTURING
COMPANY
Contract Metal Stampings
Seguin, Texas**

1972 to 1977 President and Founder

When Motorola, Inc. put a 1500 employee automotive radio plant in Seguin, the C.E.O. encouraged me to start a contract metal stamping facility to serve part of their substantial needs. Lacking hands-on experience in this technically oriented business, I performed in virtually all technical positions in the early days.

Later, with contractual guarantees from Motorola, I added facilities for the molding of expandable polystyrene and operated several years, eventually selling this segment as a freestanding concern due to its improper fit with metal working.

My main accomplishments were in gaining the confidence of Motorola and IBM top local management as being someone they could rely upon. Also, the equivalent of about ten years of experience was condensed into three. It gradually became apparent that rapid growth and substantial profitability would depend upon being able to acquire large customers through an alliance with a well established stamper.

I made a key strategic decision to seek a merger with a Midwestern contract stamping company with existing accounts in the Southwest. Through mutual industry friends the relationship with Olson came into being.

1968 to 1972

**STRUCTURAL METALS, INC.
Steel Merchant Bar Mini-Mill
Seguin, Texas**

1970 to 1972 - Assistant to Vice President, Sales

Handled all mill direct sales for the Seguin mill and an affiliated mill in Arkansas, covering a three state area. Also headed collections and credit management for both mills. Sales were approaching \$30 million in 1970 dollars with excellent profitability.

1968 to 1970 - Production Manager

Reporting directly to the Works Manager, I supervised all phases of production of hot rolled merchant bar products, including melting, pouring of ingots, continuous rolling, shearing to length, bundling, and fabricating of concrete reinforcing bars to specific construction job requirements.

I supervised the superintendents of the Rolling Mill, Melt Shop, Scrap Yard, Fabrication Shop, and Quality Control Laboratory. This was a \$25 million facility with 550 employees.

1965 to 1968

**DALLAS REBAR, INC.
Concrete Reinforcing Steel Fabrication
Carrollton, Texas
(Subsid. of Structural Metals, Inc.)**

General Manager and Chief Operating Officer

Was brought in by the C.E.O. and founder of Structural Metals to do a "turnaround" of the company. Some unresolved quality problems existed with high potential liability exposure. Sales were languishing and break-even point had not been achieved.

Built a solid team, replacing the Office and Production Managers and bringing in an aggressive new Sales Manager. Established solid reputation for service in the dynamic

construction markets of Dallas and Fort Worth, built a strong team, increased sales, brought company to profitability. Was promoted and moved to parent company.

EDUCATION: M.S.M.E., University of Texas at Austin, 1965
B.S.M.E., University of Texas at Austin, 1962

MILITARY: Officer, U.S. Navy 1962 to 1964

PERSONAL: Born January 20, 1938
Married since 1962; 2 children (none at home)
5'11", 175 pounds, nonsmoker

DIRECTORSHIPS: Warm Springs Rehabilitation Foundation (past)
First Commercial Bank, Chairman – Seguin, New Braunfels

LANGUAGES: English
Spanish (fluent)