

ROBERT KOWALL

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CEO / COO / PRESIDENT

EXECUTIVE PROFILE

Accomplished executive with a successful history of taking private and public manufacturing companies to new sales and profit levels. Outstanding record of formulating improved processes for operational excellence, developing new products and markets, and deploying leading edge solutions for engineering and manufacturing. Ability to create a vision and articulate it company-wide while fostering energy and enthusiasm at all levels. Academic credentials include a Master of Business Administration.

NOTABLE CONTRIBUTIONS

- Identified company deficiencies and implemented operational improvements with \$30M annual savings in an organization of 900+ employees and \$350M+ revenue (multi-plant operations).
 - Applied focused continuous improvement that reduced time to market and increased sales from \$60M to \$100M annually, while improving gross margin by 8%.
 - Established and restructured international sales, marketing, and distribution within organizations of 600+ employees and \$100M to \$350M+ revenues (multi-plant, offshore).
 - Led materials, negotiations, and marketing support to grow a technology startup company in five years from \$0 to more than \$120M revenue and 600 employees.
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CORE LEADERSHIP COMPETENCIES

International Operations ♦ Mergers & Acquisitions ♦ P&L ♦ Multi-Plant Manufacturing ♦ Strategic Planning
♦ Corporate & Division Operations Planning ♦ Organizational and Executive Team Building ♦ EQ / IQ ♦
Knowledge Management ♦ Goal Setting & Consensus Building ♦ Matrix Organizations ♦ Product
Development ♦ Market Development ♦ Lean Manufacturing / Lean Accounting ♦ Cost Reductions ♦
Operational Best Practices ♦ Supply Chain Improvements ♦ Systems Implementation & Integration ♦ ERP /
MRP ♦ Database & Networking ♦ Advanced Quality Practices ♦ ISO ♦ Kaizen ♦ Benchmarking ♦ Real
Time Statistical Control ♦ Metrics ♦ Board Level Presentations ♦ Public Relations

PROFESSIONAL EXPERIENCE

CAMBRIDGE COMPANY, Farmington Hills, MI: *Manufacturer of advanced automation and metrology systems for the semiconductor, disk drive, printer, and medical systems industries. Division consists of 180 employees, including eight direct reports, and generated revenues of \$50M. Principle customers include HP, Seagate, Agilent, Corning, KLA-Tencor, and Applied Materials.*

DIVISION GENERAL MANAGER, 2002 – PRESENT

Tasked with turning around an under-performing division that was consistently losing revenue for the last four years.

- Restructured this \$50 million division of ATS Automation and returned it to profitability in one year.
- Implemented new manufacturing systems (ERP-MRP) and database (SQL-Server).

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- Introduced new engineering tools, mechanical (Solidworks), and electrical (Autocad), software.
- Realigned total staffing from 250 to 180 while installing a new senior management team.

ABC TECHNOLOGIES, New York, NY: Public manufacturer of metrology and manufacturing systems for Gene-Chip, semiconductor, and disk drive industries. Corporation consisted of 580+ employees and generated revenue of \$90+M (multi plant operations). Principle customers included IBM, Intel, Micron, Veeco, Zygo, Agilent, Lexmark, and Affymetrix.

PRESIDENT / CHIEF OPERATING OFFICER, 1998 – 2001

Tasked with improving profitability, divesting assets, and consolidating operations. Managed 10 direct reports.

- Generated incremental \$3M+ annual revenue by expanding existing products into a new OEM high-precision component business.
- Rapidly restructured existing disk-drive inspection technology and moved into semiconductor applications stabilizing revenues in a down market.
- Redirected existing semiconductor process technology into development of biochip lithography based process equipment. Generated 20% of revenue base for multiple years.

X&X CORPORATION, New York, NY: Public manufacturer of metrology systems for the silicon wafer and semiconductor industries. Corporation consisted of 800+ employees and generated revenues of \$500M+ (multi plant operations). Principle customers included SEH, Wacker-Siltronix, Komatsu, Mitsubishi, Intel, ASML, MEMC, and TI

VICE PRESIDENT & GENERAL MANAGER, 1996 – 1998

Tasked with consolidating operations, growing revenue, and improving profitability. Managed 12 direct reports.

- Consolidated operations from four to two sites, reduced staffing and redundancy, outsourced major assemblies, and improved gross margins by 8-10%.
- Restructured sales, marketing, and engineering departments and increased revenue by 40%.

B &B, New York, NY: Public manufacturer of laser-based process systems for the semiconductor, electronics, and automotive industries. Company consisted of 900+ employees, and generated revenues of \$700M+ (multi plant operations). Principle customers included Intel, Micron, Seimens-Infineon, Hitachi, Hyundai, IBM, IDT, LGS, Motorola, NEC, Samsung, TI, and Toshiba.

GROUP VICE PRESIDENT, 1993 – 1996

Tasked with acquisitions, consolidation of sites, and profitability increases. Managed ten direct reports.

- Acquired, consolidated, and relocated Chicago Laser Systems (IL) and XRL Corp (MA), which added incremental \$75M in revenue.
- Led conversion of info-systems - financial, manufacturing, engineering - to state-of-the-art ERP-MRP applications and relational database systems, which resulted in an annual savings of \$30M.

Prior Employment: C&D CORPORATION, CHICAGO, IL - DIRECTOR OF OPERATIONS (1985 – 1993);
AGON CORPORATION, CHICAGO, IL - DIRECTOR OF MATERIALS & PURCHASING, (1980 – 1985)

EDUCATION

MBA, University of Michigan
BS, Economics, University of Michigan