

RICHARD PERREAULT

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SENIOR BUSINESS EXECUTIVE

President/CEO / Vice President / Chief Operations Officer

Accomplished, dedicated executive with extensive organizational leadership and global business operations experience. Drive business development, revenue growth, and effective financial management functions. Astute at business turnarounds and creating positive cash flow. Experience with acquisitions/mergers and joint ventures. Highly-knowledgeable in all core business management functions. Committed to goal achievement and company growth. Skilled in Six Sigma and Lean Manufacturing methodologies. Bilingual in English and French.

Core competencies include:

- Strategic Business Planning
- Organizational Leadership
- Strategic Partnership Development
- Project Planning & Management
- Global Supply Chain
- Lean Manufacturing
- Profit & Loss (P&L) Management
- Business Development & Sales
- Financial Management
- Debt Restructuring
- Mergers & Acquisitions
- Automotive Tier 1, 2 and other industries

PROFESSIONAL EXPERIENCE

GARDA ASSOCIATES LLC
CEO & MANAGING PARTNER (2016 – present)

Managing Partner providing services in Mergers & Acquisitions, Business Development & Strategy, Business Operational Support and a number of other pressing challenges. Some of the services provided under Operational Support include turnaround, business improvement, interim management and executive coaching.

Typical clients over the past few years came from a variety of industries – manufacturers of concrete, solar panels, alternative medicine, office products, consumer packaging. Most of the clients required a certain level of restructuring – organizational, debt and operational improvement.

GILL HOLDING COMPANY, LLC/GILL INDUSTRIES, INC., Grand Rapids, MI
PRESIDENT & CEO (2004 – 2016)

Chief executive officer with full accountability for overall global company inclusive of strategy, supply chain, administrative services, management, business development, sales, engineering and finance of a global Tier 1 & Tier 2 automotive supplier servicing Nissan, BMW, VW, Toyota, Ford, Fiat Chrysler, Lear, Magna, Adient (JCI), Faurecia and Brose. Employed over 2,000 worldwide over 11 manufacturing locations.

Selected accomplishments:

- Grew revenues from **\$50M to \$350M, increased shareholder value by 500%** through new product development and **stronger global sales team**
- Conceptualized and developed the company's **five-year strategic plan to double in size**.
- Added new Tier 1 customers: Nissan, BMW, VW, Toyota, Ford, Fiat Chrysler, GM
- Acquired major metal structure supplier(s)
- Launched complexed metal structure for the largest volume vehicle (1 million/year) over three operations without any major issues

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- **Restructured and strengthened support team** to cope with growth: program management, sales, operations, quality, services
- Put emphasis on new technologies: manufacturing processes and products
- Fostered strategic relationships to **expand global business in Mexico, China, Europe and Asia.**
- Opened new operations in Naucalpan, Mexico via acquisition from a customer
- Implemented process improvement methodologies to **increase quality performance from more than 150 PPM to less than 10 PPM.**
- **Reduced cost structure by \$10M through lean manufacturing, process improvement and global chain management.**

CIGNET LLC, Troy, MI

CHIEF FINANCIAL OFFICER & MANAGING DIRECTOR (2003 – 2004)

Led financial management functions for an international, Private Equity Firm focused on aftermarket automotive products.

Selected accomplishments:

- **Leveraged** relationship with minority partner to form a joint venture.
- **Identified** the opportunity for development and implementation of **a turnaround plan for two companies.**
- **Established** key financial management processes including GAAP financial consolidation procedures, a weekly cash forecast, a profit & loss forecast and balance sheet.

METZELER AUTOMOTIVE PROFILE SYSTEMS, France

CEO (PDG) & MANAGING DIRECTOR (2000 – 2003)

Led the company's overall operations - business development and sales, engineering, operations, process improvement and finance. The company served the automotive industry as a leading international supplier of Sealing & Hose systems with 35 worldwide locations and revenues of \$1B annually.

Selected accomplishments:

- **Charged with accountability** for overseeing P&L of \$110M per year for 3 plants and 1,500 employees.
- **Implemented Six Sigma and Lean Manufacturing** methodologies to improve processes. Reduced manufacturing and purchasing costs and eliminated non value-added procedures/processes which resulted in cost savings of millions of dollars annually.

LEAR CORPORATION, Southfield, MI

PRESIDENT & CEO – Lear Donnelly Overhead Systems, LLC (1996 – 2000)

Presided over a newly-formed company to manufacture of Seating & Interior Trim systems.

Selected accomplishments:

- **Oversaw start-up** of new venture and **managed P&L for \$225M** annual budget, 5 plants with a total of 1400 employees.
- Directed the sales and marketing team which resulted in **sales growth by nearly 50%, from \$125M to \$225M.**
- Integrated audio in Overhead Systems (OASys), **leading Lear Donnelly a Top Auto Overhead Systems manufacturer.**

- **Initiated and expanded** business with prime customers including Audi, Mercedes, BMW, Saab, Volvo and other automobile manufacturers.
- **Directed sale** of the company to Lear Corporation in November 1999.

DIRECTOR OF MERGERS & ACQUISITIONS – Lear Corporation, Inc.

Spearheaded functions related to acquisitions & mergers for the corporation, including data analysis and negotiations. Acquired European manufacturers of seat frames and instrument panels.

MAGNA INTERNATIONAL, Livonia, MI
GENERAL MANAGER (1987 – 1996)

Managed all mergers and acquisition functions for a \$10B international automotive systems manufacturer.

Selected accomplishments:

- **Created business development strategy** for acquisitions and mergers.
- **Managed P&L for \$80M annual budget**

EDUCATION & CREDENTIALS

UNIVERSITY OF MICHIGAN, Dearborn, MI – **Master of Engineering (Industrial & Systems)**

GENERAL MOTORS INSTITUTE, Flint, MI - **Bachelor of Industrial Administration (Finance)**