

MICHAEL K. STORY

Manufacturing and Supply Chain Effectiveness Expert

EDUCATION

M.S., Chemical Engineering, Oregon State University

B.A., Chemistry, Linfield College

SPECIAL EXPERTISE

- ◆ Leadership in Manufacturing and Management Work Process
- ◆ Manufacturing Efficiency and Continual Cost Improvements
- ◆ Supply Chain Excellence, from raw material supply to finished product delivery
- ◆ Plant and Major Project Startups and Shutdown
- ◆ Work Processes to set and deliver breakthrough supply chain objectives
- ◆ Union Contract Negotiations and union or non-union strategies
- ◆ Interim Plant Manager Appointment and assist in recruiting and training new Site Manager

EXPERIENCE

Mike Story has 33 years of experience in Manufacturing and Supply Chain Management with Procter & Gamble, a Fortune 500 company and the largest consumer products company in the world. Mike held progressive positions in three P&G Plants from Supervisor to Plant Manager the first half of his career, and was then appointed to Executive Director of Product Supply, overseeing manufacturing and supply chain operations throughout the United States and Asia.

Mike's major career focus was on plant and manufacturing effectiveness, and as Supply Chain Director, Mike visited all plants under his responsibility every six weeks to consult and advise on all aspects of plant operations and project startups.

Mr. Story has operated in and understands Manufacturing Work Processes at all levels. From working directly in production managing technicians on the plant floor and plant operations, to the oversight of large Supply Chains, he understands what is needed for both effective plant operations and how a plant's production/quality/customer service/cost results need to be integrated seamlessly with the company's business goals. With virtually all of his experience in line management, he has learned and applied leadership and team building work processes that optimize and align the talent and capabilities of people across an organization.

AREAS OF SPECIAL EXPERTISE

- ◆ **Manufacturing/Supply Chain Effectiveness** – Mike excels at utilizing Work Processes modeled after the Toyota Production System to deliver breakthrough Manufacturing and Supply Chain results. Mike championed the implementation of Toyota's Total Productive Maintenance methodologies in his plants to drive out losses and dramatically improve operational efficiencies. As an integral part of Total Quality, Mike has expertise in the utilization of strong Strategy Deployment methodologies that consistently deliver organizational objectives and results. These work processes annually renew Plant and Supply Chain Objectives integrated with broader business goals, and in turn deploys these objectives to the organization.
- ◆ **Leadership and Organizational Capability** - Mike understands the necessity of strong leadership, well functioning teams, and superior work processes to deliver superior results. He has taught

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courses on leadership, run team building sessions, and was consistently recognized at P&G for his leadership skills.

- ◆ **Manufacturing Startups** - Mike has led operational startups on the Plant floor, and overseen the largest and most complex Process start up in P&G's history (Olestra - \$280 million capital). He understands vertical startup methodologies; equipment commissioning/verification/ certification procedures by both vendors and plant operators; operator training requirements; capital funding processes; methods to meet on-time/at-cost/at-quality goals requirements and the work processes to deliver them.
- ◆ **Union & Contract Negotiations and Non-Union Strategies** - As Plant Manager Mike bargained with the UAW and settled two high profile contracts which took his plant from a craft based, strike prone plant to one with a flexible work system and a skill-based pay system. In managing within non-union Plants in both and as HR Manager, Mike developed deep understanding of how to avoid third party representation for plant employees.

WORK EXPERIENCE AND KEY RESULTS

Mike held assignments in three of the largest Divisions in P&G, with experiences ranging from directly managing production technicians and operations in plants to the oversight of a \$500 million supply chain with 2,000 people. His work experiences include:

Asia Beauty Care Supply Chain Director - Singapore

Responsible for Hair Care Product Supply results across Asia, with Plants in Japan, Korea, China, Taiwan, Thailand, India, Vietnam, and Australia, managing over 2,000 people with an annual Total Product Cost budget of \$500MM/year for five years. Challenged to lead P&G's largest supply chain in Asia through record sales (\$1.6 billion/yr) and profit growth and to develop young Asian managers into Supply Chain leaders.

- ◆ Led Supply Chain production growth from 45MM cases to 100MM cases in 5 years.
- ◆ Reduced total delivered case costs 30% with \$100MM of savings.
- ◆ Improved customer service from 97.8% to 99.55% on time delivery.
- ◆ Reduced Significant Quality Incidences from multiple reports in 2000 to zero in 2005.
- ◆ Gained recognition for developing Asia managers into key leadership positions.
- ◆ Broadened responsibility in 2003 with the elimination of the second Beauty Care Supply Chain Director role in Asia, successfully combining responsibilities of two Directors.

Food & Beverage Supply Chain & Manufacturing Director - Cincinnati, OH

Over a ten year period, grew in responsibility from Peanut Butter Supply Chain Director, to combined added responsibilities of Cake Mix Supply Chain, Shortening & Oils Supply Chain, Olestra Supply Chain, Oliver White MRP II implementation leader, and Division Manufacturing Director, combining the work of four Directors into one and eliminating three Director roles. This role reported to the operating President of each business unit, and had Supply Chain accountability for these four Food Business Categories.

- ◆ Drove key Product Supply results to global benchmark levels across Categories in reliability, costs, safety, quality, and service, consistently meeting Supply Chain business commitments.

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- ◆ Oversaw a successful Supply Chain startup of Olestra, an artificial fat for snacks, which was judged the most complex startup and largest process project in P&G's history. The \$280MM project came in on time, perfect quality, perfect orders, and at cost.
- ◆ Led Food & Beverage Manufacturing Plants as first Manufacturing Director with TPM capability implementation, leading Food plants to become global leaders in TPM.

Folgers Coffee Plant Manager - New Orleans, LA

Site Manager for P&G's New Orleans Coffee Plant, the largest in the world for five years. Responsible for production with annual sales of \$750MM, Product Costs of \$400MM, 500 employees, and UAW contract negotiations.

- ◆ Guided the plant through a period of 135% expansion, utilizing total quality principles to deliver on-target start-ups throughout plant.
- ◆ Converted the Plant from a traditional work system to a high performance work system through contract negotiations, leading to flexible and multi-skilled jobs, production teams, and high levels of employee decision-making and involvement.
- ◆ Earned award for the best safety record in P&G, and set a world record for Coffee Plants for consecutive hours worked without a lost time injury.
- ◆ Hired and developed a highly talented group of young managers who today hold key leadership positions in Coffee Product Supply and broader roles in P&G.

Earlier Plant Assignments at P&G

Progressed through six assignments and three levels of Manufacturing Management in 10 years at three P&G Manufacturing Plants. This included an appointment as Personnel Manager at the Lima, Ohio Home Care Plant, the most advanced employee work system plant at Procter & Gamble. Promoted to Plant Manager on a fast track with consistent delivery of superior results, strong leadership, development of organizations, and technical mastery.

Prior Experience to Procter & Gamble

- ◆ Research Assistant at Oregon State University while acquiring Masters Degree in Chemical Engineering. Results published in technical journal on "Temperature Effects on Fouling Behavior of Cooling Water."
- ◆ U.S. Army Infantry Officer. Commissioned with honors from Infantry Officer Candidate School. Served year in Vietnam as Combat Platoon Leader, and recognized throughout military career for leadership skills.