

CUSTOMER PROFILE: MONROE MOLD

GENIE WITH A BOTTLE

With the help of CA's materials, a Michigan company pours it on for its customers

Monroe Mold made a move many years ago to steer clear of the automotive industry as a market.

"We never were heavy into molds (for cars), but what little we were into it put us on a roller coaster," says Mark Gardner, vice president and 22-year veteran of the Monroe, Mich., company, located less than an hour southwest of Detroit. "If we were today, it would probably put us under."

With the challenging economy, the decision has proven wise. Monroe Mold makes bottle and other

container molds for the personal-care and medical industries, a good portion of which come from Clinton Aluminum plate stock.

Whereas a portion of its business back in the day was making duct-work and gas-tank molds for automakers, it now focuses almost entirely on items you find around the house every day.

"Everybody needs shampoo and conditioner bottles," Gardner says. Through a process used by its customers known as extrusion blow molding, Monroe makes those and other items like pill bottles, cooking oil bottles, lotions, baby foods and many others.

The process starts with 3-D image files that help Monroe cut the mold into that shape. From there, Monroe's customers take

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Monroe Mold turns Clinton Aluminum material into bottle-making molds for the personal-care and medical industries, among others.

Photos courtesy Monroe Mold

HEALTHQUEST

HealthQuest is a monthly article, tip or question and answer aimed at improving the overall health of Clinton Aluminum employees. It is led by outside sales representative Bryan Salapa. This month:

Q: What is a lipid profile?

A: A lipid profile is a group of results arrived at through a blood test. The results, often ordered together, help determine the risk of coronary heart disease.

The results of the profile are considered with other known risk factors of heart disease, such as age, weight and family

history, to develop a plan of treatment and options. These options may include lifestyle changes such as diet and exercise and medications.

The test typically includes :

- ◆ Total Cholesterol + risk factor
- ◆ High-density lipoprotein (HDL or good) cholesterol + risk factor
- ◆ Low-density lipoprotein (LDL or bad) cholesterol + risk factor
- ◆ Triglycerides (fat globules in the blood) good and bad

MONROE from cover

molten plastic or similar material, use air pressure to “blow” it into the mold, and let gravity and water temperature — and of course CA stock — create the finished product.

“That was from Day One our biggest line of work,” Gardner says. “We’ve been fortunate. We haven’t felt the slowdown like other people have.”

The company, in business since 1977, has 22 mold maker on two shifts, four people designing the molds and Gardner, president Jim Ghesquire and an

office manager for a total of 29 workers. Its focused approach has enabled it to keep pace with much larger competitors like Ryka, Kennedy Tool and Garrtech

When it comes to his thoughts on Monroe’s relationship with CA, Gardner creates bulletin-board material.

“I couldn’t ask for a more cooperative sales group,” he says. “When I call Jo (Jodon), he responds very quickly with the information asked for and always works with me on

timing. All I have to do is ask and he takes care of it. When he is out of the office, the other inside sales people take care of me the same way.

“I also feel that adding Bob Hornik (see Employee Profile, next page) to the staff was a great move. Bob and I have worked together for years. He has always made us feel like we are his only customer. I am sure that he will prove to be a great asset to Clinton Aluminum.

“I see a great future working with Clinton.”

APRIL MILESTONES

BIRTHDAYS

Raymond Ficere III	April 2
Michael Simons	April 2
Rick TerHaar	April 2
Gary Smith	April 5
Scott Beitel	April 6
David Harp	April 10
Kyle Horton	April 11
Todd Jones	April 13
Mark Jodon	April 14
David Rue	April 18
Paul Stephens	April 18

SERVICE ANNIVERSARIES

Edward Sees	22 years
David Bressler	19 years
Todd Jones	16 years
Steve Forro	9 years
Roger Hawley	7 years
William Dorsey	7 years
Byron Maag	3 years
Matthew Fye	1 year
Nicholas Greeson	1 year
William Givens III	1 year

CHECK IT OUT



IRISH EYES: Inside sales reps **Dave Bressler** and **Ashley Andrews** go green for St. Patrick’s Day in the office.

☐ **A big hand:** Please give a warm welcome to new employees Duane Meeker (plate department, first shift), Diana Ayers (operations), Kristin Mitchell (operations) and Samantha Peery (accounting).

☐ **Keeping a tab:** Save your aluminum can tabs to donate to Akron Children’s Hospital. There will be containers in the break room in the office and by the time clocks in the shop beginning April 4.

☐ **Batter up:** The company softball game will be held Saturday, June 11, at Edgewood Park, 1170 Liberty Ave., Barberton. The park also offers basketball courts, tennis courts, a walking trail and a playground.

☐ **To a “T”:** Ever design a T-shirt? I mean, on purpose, not with food stains? The company is holding a T-shirt design contest. Submit designs by May 1 to Ashley Andrews or anyone on the ERT. Winner will receive a prize and have their design on this year’s shirts. Design is limited to one side of the shirt.

If you would like the newsletter and future surveys emailed to you, please provide Abby Yankovich with a personal email account.



EMPLOYEE *of the* MONTH

Hearing Carolyn Mears' story about her work at CA, one might be reminded of the line from "The Godfather, Part III": "Just when I think I'm out, they drag me back in again!"

Not to compare what she or CA does to organized crime, of course. But she's been trying to cut back her hours and take it easier, at least in this portion of her life.

"What happened was I got trained in invoicing, and the girl who was being trained quit," she says. "Because I spent extra hours here trying to help, they thought I could be Employee of the Month."

Mears works in just about every nook and cranny of the office, from accounts receivable to operations to answering the phone and beyond. She's been with CA for 20 years.

A 1964 graduate of Green High, Mears plans one day to work three days a week, 18 hours or so, tops.

"I have older parents that I need to help," she says. "My life pretty much revolves around work, helping my parents and spending as much time as possible with my grandkids. In their teen years, they're going to forget they have a grandma."

Dylan, 11, Morgan, 9, and Peyton, 2, are the children of daughter Lynn and husband Jeff of Jackson Township. In June, the six of them are headed to Emerald Isle, N.C., for vacation, which would seem to be a great place for the \$100 in winnings she gets for EOM. Her plans sound like a nice on-ramp to retirement.

"I'll probably take (the \$100) as my mad money, for souvenirs and T-shirts," she says. "I'm a saver, so I already have money saved for the trip. My son-in-law is as white as a piece of paper, so we'll go to the beach early, see a couple of forts this year, some dolphin-watching on the boat. I do early morning walking on the beach."



Carolyn Mears

What you may have noticed is that in the picture below, Troy Harp is wearing ear plugs. He did take them out for the interview (presumably).

"I don't go in there (the warehouse) without them," he says. "I can't stand the noise in that place."

Winning Employee of the Month, however, was pretty much music to his ears. He'd been honorable mention three times for his work on the third shift of the plate department.

"I was happy. I was kind of surprised," he says. "After getting honorable mention three times in a row, I guess I was kind of numb to it."

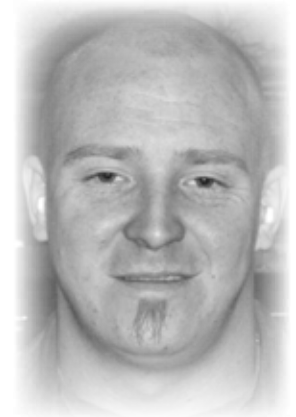
Toughing things out is nothing new to Troy, who is the youngest of three Harp brothers employed at CA. Randy is Troy's boss; Dave works maintenance on first shift. It's not so bad working under a big brother, or so he says.

"I'm kind of used to it," Troy says. "He's been telling me what to do most of my life. Sometimes I get, 'I gotta be tougher on you than anybody else' because of the whole favoritism thing. It has its pros and cons."

In the past the brothers would ride dirt bikes together often, though not so much now because Randy's "too old" and Dave is "too broke." But they do a fair share of fishing, golfing and grilling along with gathering at major holidays.

He and wife Emily, a bank teller in Navarre, struggle to find quality time with their opposite schedules. "I don't know if it helps that we don't get to see each other, so we're not at each other's throats. But we've made it work."

"I don't know (why he won), but I always go out of my way helping everybody," he says. "Other than that, I'm a nice guy."



Troy Harp

HONORABLE MENTION

Shannon Colelli and **Matt Brudos**

They each received a \$10 McDonald's gift card.

Employee Profile

Name: Bob Hornik

Occupation: Outside sales representative

With CA since: Feb. 14, 2011

Lives in: Sterling Heights, Mich.

College: Michigan State, '78

Fun facts: Came to CA through ties with President Tony Negrelli, whom he's known for 10 years ... began in the metals business in 1979 ... president of the Macomb County chapter of the Michigan State Alumni Association, and also on the executive national

board ... has been a high school basketball official for nine years ... married for 31 years to Jane, who's a nurse and also a Michigan State alum ... daughter Kelly attended Western Michigan and daughter Shannon went to Michigan State.

Quotes: On his role leading Michigan State alumni: "It's called 'sucker' written all over my



forehead." ... On being hired by CA: "He (Tony) was looking for a field rep, the timing was good, I was in transition, and it worked out well." ... On his sales philosophy, rewards and success: "I think it's dealing with people. All in all, it's in taking care of customers. What I've always told everybody, it's all about professionalism and integrity."

THE NEED FOR SPEED

With the ultimate goal of being unrivaled, CA drives to build on its core strength

Talk to the customers of Clinton Aluminum and a recurring theme is how impressed they are with how quickly CA can get them the material they need.

Talk to the management of CA, and it's clear that leveraging and fostering that ability is the key to the company's continued prosperity.

Enter SPEED, an initiative formulated over the course of many months through meetings with representatives of Gladstone, the equity investment company that owns CA, CA management and employees from all corners of the operation.

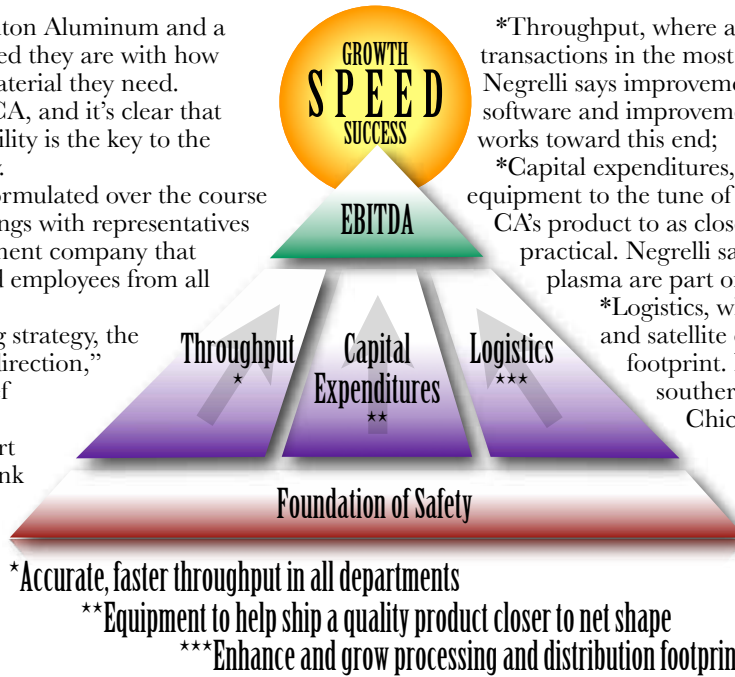
"It's really our overall guiding strategy, the kind of thing that gives us our direction," says chief financial officer/ chief operations officer Todd Jones.

But lest anyone who has a part in the day-to-day operations think that blinding, Point-A-to-Point-B speed is, like love, all you need, Jones, vice president of operations Bob Smer and president Tony Negrelli say all eyes must stay on the prize.

"Our goal is to make our customer's job faster and easier for their customer," says Smer. "A lot of that has a lot to do with what we do internally."

"We want to be without rival in elapsed time between the time a customer contacts Clinton and the time they ship to their customer," Jones says. "Speed is our strategy, but safety is right up there with it."

Indeed, with safety as a foundation, the SPEED team highlighted three areas where the company's inherent strengths could be built upon for greater effect:



*Throughput, where all parts of the business processes transactions in the most efficient manner possible.

Negrelli says improvements in inside sales hardware and software and improvements to the website are in the works toward this end;

*Capital expenditures, where new or upgraded equipment to the tune of some \$750,000 will further hone CA's product to as close to what the customer wants as is practical. Negrelli says that a Schelling saw and HD plasma are part of that mix; and

*Logistics, where the addition of more hubs and satellite operations will widen CA's footprint. Plans are unfolding for sites in southern Michigan, northern Indiana, Chicago and Toronto.

Strides in those areas lead to greater EBITDA — which may sound like a disease, but it's a pleasant one. It stands for earnings before income tax, depreciation and amortization.

"EBITDA is the result of the strategy, it's not the strategy," says Jones. "The theory is that if we do this stuff right, then the

EBITDA target gets hit."

"The whole key is to continue to work with our customers," Negrelli said. "If we get quicker and faster, they'll increase their business and we'll increase our partnership with them. As soon as you have trust and integrity, you get a better partner and better sales."

"(Speed) is the one thing we've done real well, and we need to capitalize on it because it keeps us ahead of the competition," Jones says. "How do we take that experience and streamline it as much as possible?"



Clinton Aluminum

& Stainless Steel