

# Paul F. Fischer

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## Summary

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- Analytical, high integrity, high intensity, hands-on executive with strong focus on increasing shareholder value.
- Outstanding ability to analyze businesses, develop competitive strategies and execute the strategy.
- Strong track record of conceiving, negotiating and closing value creating acquisitions and divestitures.
- Experience and expertise in both operating and financial aspects of manufacturing businesses.
- Currently Managing Partner of One Eighty Capital, a transformation management and private equity firm.

## Relevant Experience

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**One Eighty Capital, Transformation Management and Private Equity • Chicago, IL** 2008 -

### *Managing Partner*

- Founded business in 2008. Raised funds, including own, to start business.
- Negotiated and structured acquisition of two medical imaging equipment parts companies in August, 2009.
- Designed and implemented strategic transformation plan to position new company as low cost producer.
- Merged acquired companies, moved to larger facility, expanded inventory and product offerings and tripled sales volume.
- Sold the business in June, 2011 (22 months after acquisition) to “best owner” for 22x EBITDA.
- Realized a nearly 3x Cash on Cash return and 65% IRR for One Eighty Capital Investors.

**Amsted Industries, \$3 billion Diversified Manufacturer • Chicago, IL** 1980 - 2007

### *Vice President-Finance and Chief Financial Officer*

2003 - 2007

- Co-developed sustainable competitive strategies for each of Amsted’s nine divisions
  - Engaged fully in implementation of strategies, including significant strategic positioning, overhead elimination and manufacturing cost reduction initiatives.
  - Structured and negotiated acquisitions and divestitures to support new strategies, including international transactions in Germany, France, Mexico, Italy, China and Russia.
  - Result was a tripling of EBITDA from \$160 million to over \$500 million.
- Led key initiatives which resulted in reducing debt of over \$1 billion by nearly fifty percent
  - Reduced net working capital from an average of 66 days of sales to 35 days, generating \$250 million of cash.
  - Conceived, structured, and negotiated an agreement with the United Steel Workers of America (USWA) to terminate an over-funded pension plan and revert over \$100 million (after-tax) back to the company.
- ESOP Share price increased from \$4 to \$73 per share during four year tenure as CFO.

### *Chief Operating Officer - ASF Keystone Division*

2000-2003

- Led division turnaround by developing transformation strategy and driving implementation. Increased EBITDA from negative \$25 million to \$100 million in four years by increasing market share and selling prices while reducing both variable and fixed costs with minimum capital investment.
- Conceived and negotiated an earn-out acquisition of largest casting competitor for no cash at closing. Dramatically improved strategic position and company currently realizes over \$25 million of annual cash flow from acquisition that cost \$35 million.
- Conceived and negotiated a ten-year, \$2 billion supply agreement with industry leading customer with over 1/3 of industry market share. Customer was considering vertical integration into our business. Contract guaranteed substantial volume and shrank the market available to competitors.
- Co-conceived and negotiated the acquisition of a foundry out of the Mexican federal bankruptcy court system. Facility was mired in the Mexican legal system with complex creditor, union and environmental issues - achieved less than two year cash payback and business currently earns 150% of the purchase price every year.

### *Vice President - Manufacturing - ASF*

1997-2000

- Directed four manufacturing facilities with over 2,300 employees and \$500 million of annual revenue. Implemented continuous improvement and capital investment initiatives that reduced labor content of castings by 30%; reduced customer complaints by 50%; increased draft sill end casting sales by 400%; and reduced work-in-process inventory by 50%.

## Education

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- Creighton University, Omaha, NE Master of Business Administration
- Loyola University of Chicago, IL Bachelor of Business Administration

*Numerous References Available Upon Request*