



THE PHOENIX AWARD®

COMMITTEE

2011 PAC Winner

Juan Rafael Silva Garcia

Juan Rafael Silva Garcia, General Director of the FEVISA Group, located in Mexico, has been named the forty-first recipient of the Phoenix Award, given in recognition of the "Glassperson of the Year."

Mr. Silva Garcia was unanimously selected for the award in recognition of his contributions to glass packaging, his innovative spirit as an entrepreneur and adhering daily to a management philosophy that the best and most loyal customers are the result of utilizing the best technology and hiring and developing the best people.

Mr. Silva Garcia embarked on his career journey after graduating from the Instituto Technologico y de Estudios Superiores de Monterrey (ITESM), Monterrey, Nuevo Leon, Mexico with a degree in mechanical and administrative engineering, followed by his Master Degree in Production Management from Brunel University, London, United Kingdom.

His early career positions as an economic analyst and new project investment analyst prepared him well for later joining his family's business at Northrup King y Cia S.A. de C.V., a biotechnology company dedicated to cereal, forage and vegetable seed research and production, where he held the position of Co-Director General.

After sale of the company to Sandoz Pharmaceutical, he and his brother, Adalberto, who serves as President and Chairman of the FEVISA Group, founded several companies, including the manufacture of televisions and computers, aluminum foil spooling manufacture and home stove assembly.

Mr. Silva Garcia credits his father as having a large influence on him as he was raised in a home of entrepreneurial drive and spirit. In the late 1980s, Mr. Silva Garcia began to evaluate additional industrialization opportunities in Mexicali. Recognizing the vast industrial waste (glass, metal, plastics, paper, etc.) generated in the Southern California area, one area of interest was the opportunity to procure enough cullet to support a glass plant in Mexicali. He also recognized the increasing demand for wine containers in the California and Baja California market.

This, combined with growing environmental constraints and higher energy and labor costs in California, led Mr. Silva Garcia to study the possibilities of moving into the glass container manufacturing business. Based on his investigation of the market potential and his mindset



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as an entrepreneur, he and his brother, founded Fabrica de Envases de Vidrio (FEVISA) in 1987.

Two years later, their greenfield glass plant was in full production with one mechanically timed forming machine. Through a series of strategic partnerships along the way with such companies as Rockware, Coca Cola, Saint-Gobain, Anchor Glass, Anheuser-Busch, Novamex, Grupo Modelo and Wiegand Glass, FEVISA has grown into one of the most modern, high quality glass container manufacturers in the North American market.

Mr. Silva Garcia places a high value on all of FEVISA's partnerships, pointing out that all have been fundamental to the success of the FEVISA Group. Today, FEVISA operates two state of the art glass container plants in Mexico, one located strategically in Mexicali, B.C. serving the export market and the other located in San Luis Potosi S.L.P. Mexico serving the Mexican demand for glass.

Mr. Silva Garcia compares nurturing and growing a company to raising your own child. "You try to focus on always doing the right thing." From its humble beginning, FEVISA now operates six furnaces with fifteen glass container forming lines producing over 1,500 tons of glass per day and employing over 1,600 well-trained and highly skilled personnel.

Mr. Silva Garcia credits the success of FEVISA to investment in technology, people and quality in order to lead the best of the best. In the marketplace, customers view FEVISA as a solution provider with fortitude, a proven track record, a leader in technology and passionately focused on always creating on a win-win relationship with its clients, which results in providing FEVISA's customers better opportunities through better products.

Mr. Silva Garcia has the same expectations of FEVISA's suppliers, viewing the supply chain as marriage that takes work and dedication to common goals of all parties.

As an entrepreneur, Mr. Silva Garcia believes that the freedom to make decisions, a desire to create jobs, develop people to their maximum potential and a responsibility to give back to the community are the key drivers in the continued growth of FEVISA and other of his family's businesses.

This is also demonstrated in the many community organizations that Mr. Silva Garcia has been involved in, having served as President of both the Mexicali B.C. Economic Development Council and Mexicali Chamber of Industry.

Mr. Silva has been married for twenty-eight years to his wife, Patricia. They have four children, Sahgia Alejandro, Dennise Karime, Alexandra Patricia and Juan Rafael.