

**Tuesday, March 25 – 12:50 PM**  
**Annual Meeting Kickoff**

#### **Charles Heilig**

NCTO Chairman 2024-25  
President  
Parkdale Mills



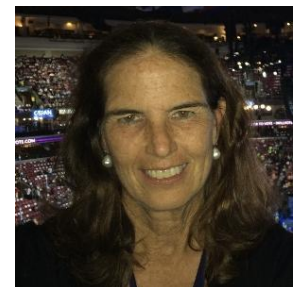
Charles Heilig graduated with a B.S. in Textile and Apparel Management from N.C. State University's Wilson College of Textiles in 1992. His vision and strong drive have shaped a successful 29-year career in textile manufacturing, starting with Sara Lee Knit Products and continuing today as President and CEO of Parkdale Mills Inc. and Parkdale America Inc. During his tenure, he has held leadership positions across the company, including responsibility for a global manufacturing footprint, international sales, and a strategic distribution network. Mr. Heilig leads Advanced Materials teams who create innovative, patented polymers to build a more sustainable textile supply chain.

Mr. Heilig has served on the North Carolina Textile Foundation for eight years, where he served as President and Chair of the Grants and Audit Committee. He is a board member of the National Council of Textile Organizations, a pivotal organization for the textile industry. As an Eagle Scout, his dedication to the community is exemplified by his service leadership in the Council at Lutheran Chapel Church, the Next Generation Board, and as past Chair of the Board of Trustees at Gaston Day School.

#### **De Minimis Update**

#### **Jean Hutter**

Legislative Representative  
National Treasury Employees Union



Jean Hutter has worked with Congress for over 40 years both on and off the Hill. On the Hill, Jean last worked as floor assistant to then Caucus Vice Chairman Barbara Kennelly from Connecticut.

For the last 20 years, Jean has worked at the National Treasury Employees Union representing 29,000 U.S. Customs and Border Protection (CBP) employees working at the 328 U.S. ports of entry. CBP at the ports of entry is charged with protecting America's economic security by enforcing immigration and customs laws, interdicting narcotics, and facilitating legitimate travel and trade.

Jean is a graduate of Brown University.

### Dr. David Hinks

Dean, Textiles and Cone Mills Distinguished Professor of Textile Chemistry  
Wilson College of Textiles, North Carolina State University

Currently serving as Dean of the Wilson College of Textiles, Dr. David Hinks is proud and privileged to lead the College's more than 145 full-time employees who mentor approximately 900 undergraduates, 250 graduate students, and upwards of 150 contracts with industry partners and 11 government agencies totaling greater than \$10 million.



Hinks is a member of both NC State's Academy of Outstanding Teachers and Academy of Outstanding Faculty Engaged in Extension, and enjoys serving on the North Carolina Forensic Science Advisory Board. He is also a member of the North Carolina Economic Development Association. In addition to mentoring dozens of graduate students and post docs, visiting scholars and 20-plus undergraduate students in research, he has published more than 150 peer reviewed and conference papers in the area of color science, and forensic and environmental textile chemistry. Five of his former students are professors in China, Korea, Chile, Thailand, and the U.S. and his students regularly win top honors; three of his graduate students have won the AATCC Student Paper Competition; two more have gone on to win prestigious NSF Graduate Fellowships and one was a recipient of the highest undergraduate honor in the U.S., the Barry Goldwater Scholarship.

Born and raised in Derby, England, Hinks worked for Courtaulds Research from 1984 to 1986 prior to attending the University of Leeds, where earned a B.S. and Ph.D. in Colour Chemistry in 1989 and 1993, respectively. In 1993, he moved to NC State's Wilson College of Textiles as a Post Doctoral Research Associate and later Visiting Assistant Professor investigating the genotoxicity of dyes and pigments. In 1996, he joined Milliken & Co. in Spartanburg, SC, as an R&D Chemist. In Fall 1998, he returned to NC State as Assistant Professor in the College of Textiles. In 2003, he was promoted to Associate Professor and became the Program Director for the then new Polymer and Color Chemistry Program. He was promoted to Full Professor in 2009 and was named the Cone Mills Distinguished Professor of Textile Chemistry in 2010. The same year Hinks was appointed Director of Graduate Programs in the Department of Textile Engineering, Chemistry and Science and the Director of the University's emerging Forensic Sciences Institute. In 2014, he was appointed as Interim Dean of the College of Textiles. In 2016, he was named Dean of the Wilson College of Textiles.

## TextilePAC Update

### Chuck Hall

President & CEO  
Barnet

Chuck Hall is the President & Chief Executive Officer and an Operating Partner at William Barnet & Son (Barnet), LLC. Since joining Barnet in 1998, he has held roles in manufacturing, business development, and business management and was based in Shanghai, China for two years to install, staff, and start up Barnet Fibers Shanghai, a manufacturing operation.



Prior to joining Barnet, Mr. Hall held various manufacturing, project management, and corporate leadership roles with Hoechst Celanese Corporation where he worked for 11 years.

Mr. Hall earned his Bachelor's degree and Master of Science degree in Chemical Engineering at Georgia Institute of Technology in 1985 and 1987, respectively. He has served on the External Advisory Board to the School of Chemical and Biomolecular Engineering at Georgia Tech and has also served on the Board of Trustees for the Georgia Tech Alumni Association.

Mr. Hall has lived in the Greenville-Spartanburg area for the past 25 years. He has two daughters; Abby, 24, and Allie, 23. They are recent graduates of the University of South Carolina and The College of Charleston, respectively. Each will begin graduate school this Fall. Chuck is married to his high school sweetheart and best friend, Heather Webb Hall.

Mr. Hall serves on The Pelham Medical Center Advisory Board, the School of Chemical Engineering External Advisory Board at Michigan Technological University, is the Vice Chair of the National Council of Textile Organizations and is the Immediate Past Chair of the South Carolina Manufacturers Alliance.

**Tuesday, March 25 – 7:30 PM**  
**Dinner Program**

### Keynote Address

#### **Senator Lindsey Graham**

U.S. Senator, South Carolina

Lindsey Graham has earned a reputation as a conservative problem solver and one of the strongest proponents of a robust national defense.

A frequent visitor to American troops stationed overseas for on-the-ground assessments, Graham has consistently pushed for outcomes in the War on Terror that protect our long-term national security interests. One leading conservative wrote that when it comes to defending America, "[Lindsey] Graham has been right about more things on foreign policy for longer than just about anyone...if anyone has bragging rights on foreign policy, it is Graham."

Graham is also a leader in cutting spending, reforming entitlements, and getting government out of the way so businesses can create jobs. One national conservative organization called him a Taxpayer Hero who puts "the interests of the taxpayer ahead of politics by consistently voting to cut wasteful spending, reduce the tax burden, and make government more accountable to taxpayers."

Graham was elected to the United States Senate in 2002 and was re-elected in 2008, 2014, and 2020. He became the first person in South Carolina history to garner over one million votes in the 2008 general election.



Graham currently serves as Chairman of the Senate Budget Committee. Graham also serves as a member of the Senate Committee on Appropriations, Senate Judiciary Committee, and Senate Committee on Environment and Public Works.

Prior to serving in the Senate, Graham was elected to the U.S. House of Representatives in 1994 as the first Republican from the Third Congressional District of South Carolina since 1877.

Before being elected to Congress, Graham compiled a distinguished record in the United States Air Force as he logged six-and-a-half years of service on active duty as an Air Force lawyer. From 1984-1988, he was assigned overseas and served at Rhein-Main Air Force Base in Germany. Upon leaving active duty Air Force in 1989, Graham joined the South Carolina Air National Guard where he served until 1995. During the first Gulf War in the early 90's, Graham was called to active duty and served state-side at McEntire Air National Guard Base as Staff Judge Advocate where he prepared members for deployment to the Gulf region.

In 1995, Graham joined the U.S. Air Force Reserves. During American military operations in Iraq and Afghanistan, Graham put his experience in military law to use pulling numerous short-term Reserve duties in both countries over congressional breaks and holidays.

Graham retired from the Air Force Reserves in June 2015 having served his country in uniform for 33 years. He retired at the rank of Colonel.

A native South Carolinian, Graham grew up in a blue collar family in the small town of Central where his parents ran a restaurant and pool hall. The first member of his family to go to college, Graham earned his undergraduate and law degrees from the University of South Carolina. He lives in Seneca and is a member of Corinth Baptist Church.

## Wednesday, March 26 – 8:55 AM Members Only Session

### Opening Remarks

#### **Richard Hudson**

U.S. Representative  
North Carolina District 9

Richard Hudson has served in Congress since 2013, currently representing North Carolina's 9th Congressional District. In the 119th Congress, Rep. Hudson was re-elected by his colleagues to House Republican leadership. This position places Hudson as the fifth-ranking Member in Republican leadership and the highest-ranking Republican Member of Congress from North Carolina in history.



Rated the most effective legislator from North Carolina according to the Center for Effective Lawmaking, Rep. Hudson has also been named the 12th most conservative Member of the House by National Journal, demonstrating a commitment to delivering results without compromising principles.

In Congress, Rep. Hudson is dedicated to working across the aisle on solutions to support our military community, defend our Constitutional rights, create jobs, cut taxes, and improve our quality of life.

As a Member of the House Energy and Commerce Committee and Chairman of the Subcommittee on Communications and Technology, Rep. Hudson is committed to bridging the digital divide, streamlining federal regulations, making health care more affordable, and unleashing American energy to lower costs and create jobs in North Carolina. He has also led efforts to clean up chemicals in drinking water which impact our overall quality of life.

As the representative of the largest military base in the world, Rep. Hudson remains committed to supporting our active-duty military, veterans, and their families. Rep. Hudson has led legislation to ensure warfighters and Special Forces who are serving in combat receive the pay and tax relief they deserve, no matter where they see combat. He introduced bipartisan legislation to improve veterans' access to health care and break up the bureaucracy at the Department of Veterans Affairs (VA). Rep. Hudson also sponsored legislation to support wounded veteran caregivers and increase military family education and support.

Recognized as a national leader on defending the Second Amendment, Rep. Hudson authored H.R. 38, the Concealed Carry Reciprocity Act, to ensure law-abiding citizens do not become criminals when crossing an invisible state line. He has earned an A+ from the NRA and is an avid hunter and outdoorsman who served as a co-chairman of the bipartisan Congressional Sportsmen's Caucus. Rep. Hudson also continues to lead efforts in Congress to end gun violence and protect schools. As a Christian and father, Rep. Hudson defends the right to life and has consistently been awarded the "True Blue" award from the Family Research Council Action and a 100% rating from National Right to Life.

Richard grew up in Charlotte, graduated from Myers Park High School, and earned his Bachelor of Arts degree in History and Political Science from the University of North Carolina at Charlotte, while serving as Student Body President. His past volunteer leadership service includes membership on the Rowan-Cabarrus Community College Board of Trustees, Board of Governors of the UNC Charlotte Alumni Association, Board of Managers of the West Cabarrus YMCA, and Board of Directors of the Cabarrus Jaycees.

Richard, his wife Renee, and their son reside in Southern Pines.

## Policy Update

### **Scott Graber**

Chief Counsel & Deputy Legislative Director  
Office of Senator Lindsey Graham

Scott has served for over a decade in the United States Senate and for Senator Graham in various capacities. He currently serves as Chief Counsel and Deputy Legislative Director and splits his time with the Senate Budget Committee, where Sen. Graham serves as chairman. Scott is primarily responsible for policy matters relating to trade, commerce, energy, environment and agriculture. Scott is a graduate of Wake Forest University and Wake Forest University School of Law.



## Economic Update

### Gus Faucher

Chief Economist  
PNC Financial Services Group



Augustine (Gus) Faucher is senior vice president and chief economist of The PNC Financial Services Group, serving as the principal spokesperson on all economic issues for PNC.

Prior to joining PNC as senior macroeconomist in December 2011, Faucher worked for 10 years at Moody's Analytics (formerly Economy.com), where he was a director and senior economist. He was responsible for running the firm's computer model of the U.S. economy, edited a monthly publication on the U.S. economic outlook, covered fiscal and monetary policy, and analyzed various regional economies. Previously, he worked for six years at the U.S. Treasury Department and taught at the University of Illinois at Urbana-Champaign. He was named senior vice president in March 2015, deputy chief economist in February 2016, and to his current role in April 2017.

Faucher is frequently cited in international, national, and regional media outlets including The Wall Street Journal and The New York Times. He has appeared on ABC World News, CBS Evening News, NBC Nightly News and Nightly Business Report, and is regularly featured on CNBC and CNN. In addition, he appears regularly on CBS Radio, NPR and Marketplace.

He serves on the board of directors of The Economic Club of Pittsburgh - the local chapter of National Association of Business Economics (NABE), the of Veterans Place of Washington Boulevard and is on the Tocqueville Committee of the United Way of Southwestern Pennsylvania.

Faucher earned a Ph.D. in economics from the University of Pennsylvania, with concentrations in labor economics and public economics. He also has a B. A. in economics from Cornell University.

## NCTO U.S. Industry Panel

### Amy Bircher-Bruyn

CEO & Founder  
MMI Textiles Inc.



Amy Bircher Bruyn is the CEO and Founder of MMI Textiles, Inc., a global industrial and custom textile supplier she established in 1997. With over 40 years of experience in the U.S. textile industry, Amy has driven innovation, expanded U.S. manufacturing, and strengthened domestic supply chains. She has successfully acquired three textile businesses, including her family's company, NDW Textiles (formerly National Dye Works, Inc.), with her latest acquisition of Jason Mills LLC closing in December 2024.

A recognized leader in the industry, Amy holds both design and utility patents for CTEdge™, a revolutionary concealed edge technology for webbing and tape used in military and law enforcement applications. To support this innovation, she opened a narrow weaving production facility in Lenoir, NC in 2021, manufacturing military-spec webbing and tape.

Amy was appointed by former President Biden to the Advisory Committee for Trade Policy and Negotiations (ACTPN) under former U.S. Trade Representative Ambassador Katherine Tai. She serves on the Executive Committee of the National Council of Textile Organizations (NCTO) and is the Immediate Past Chairman of the Advanced Textiles Association (ATA).

Dedicated to the advancement of textile education, Amy is a board member of the North Carolina Textile Foundation for the Wilson College of Textiles at NC State University and participates in its mentoring program. She established the MMI Textiles and Amy Bircher Bruyn Textile Pioneer Student Enrichment Fund to support students pursuing careers in the textile industry.

Amy remains engaged with West Virginia University (WVU), where she earned her B.S. in Textiles and Clothing in 1993. She pledged \$200,000 to establish the Amy A. Bircher Textile Laboratory at WVU and actively supports industry education through scholarships to the Davis College at WVU.

Her leadership has earned multiple accolades, including the Case Western Reserve Weatherhead 100 Award (four consecutive years) and twice recognized as a finalist for the Ernst & Young Entrepreneur of the Year Award.

## **Allen Jacoby**

EVP & President, Textile  
Milliken & Company



Allen Jacoby is EVP and President of Milliken's Textile division. In his current role, Allen leads annual strategic planning, mergers and acquisitions, and enterprise risk management. Prior to joining Milliken, Allen had a variety of development, sales, marketing, and consulting roles in the chemical, pharmaceutical, and technology industries, including three years as a strategy consultant in Arthur D. Little's chemicals practice. Prior to assuming this role in 2021, Allen was Senior Vice President of Milliken's Plastics Additives business for eight years. He started his career at Milliken in 2002, as a Strategist in the Textile Division. In 2002, he assumed the Marketing Director position for the MaxCell business. In 2009, he became Vice President and Business Manager for the Building and Infrastructure business. Allen holds a bachelor's degree in Chemical Engineering from Purdue University and a Master of Business Administration from the Wharton School of Business at the University of Pennsylvania with joint degrees in finance and entrepreneurial management. Allen has served on the Board of Directors for Plastics Industry Association and now serves as a delegate to the CEO on the Board for the Alliance to End Plastic Waste. He is also a member of the Upstate Forever Board of Directors.

## **Anderson Warlick**

Chairman & CEO  
Parkdale, Inc.  
2008 NCTO Chairman



Anderson (Andy) Warlick – Chairman and CEO of Parkdale Mills is a life-long resident of Gaston County, NC, and a graduate of The Citadel in Charleston, SC and Harvard Business School. After graduating from The Citadel with a BS in Business Administration, he began his career at Milliken & Co before joining Parkdale in 1984. Andy is also a graduate of Harvard Business School's Program for Management Development and the National Cotton Council's Leadership Program.

Andy is a past chairman of the National Council of Textile Organizations (NCTO) and serves on the boards of The Citadel Development Foundation, Parkdale Mills, Kent Manufacturing, Inman Mills, Gaston College Board of Directors for Textile School, the North Carolina Textile Foundation and Warlick Family YMCA, Gaston County. Being active in business and community, he has served on numerous boards many of which he held leadership roles. Warlick resides in Gastonia with his wife, Pam, and has two children and five grandchildren.

**Thursday, March 27 – 8:55 AM**  
**General Session**

### Western Hemisphere Update

#### **Rafael Zaga Saba**

President

The Mexican Chamber of the Textile Industry (CANAINTEX)



Rafael Zaga Saba holds a degree in Business Administration from Universidad Iberoamericana, where he graduated with Honorable Mention. He currently serves as Chairman (2023–2025) of the Mexican Chamber of the Textile Industry (CANAINTEX), an organization dedicated to advancing the international competitiveness of the fiber, textile, and apparel supply chain while fostering sustainable and inclusive growth in the sector.

Since 2003, Mr. Zaga Saba has also served as General Director of ZAGIS S.A. de C.V., a Mexican cotton spinning company established in 1956. Under his leadership, ZAGIS has become a leader in producing a wide variety of circular knit fabrics and is recognized for its strong commitment to environmental sustainability. The company operates exclusively on 100% renewable and recycled energy sources.

On the international stage, Mr. Zaga Saba has been an active collaborator with the National Council of Textile Organizations (NCTO) for over a decade.

His national involvement includes serving as President of the Customs Commission of the Confederation of Industrial Chambers of the United Mexican States (CONCAMIN) from 2021 to March 2023. Within CANAINTEX, Mr. Zaga Saba has held several leadership roles, including: Member of the Executive Council and Member of the Executive Board.

His extensive experience reflects a deep commitment to both innovation and sustainability in the textile industry at national and international levels.



## Video Update

### President Nayib Bukele

President  
Republic of El Salvador



Nayib Bukele is a politician and businessman who broke away from the bipartisan system established since the post-war period and has brought about a positive transformation in Salvadorans' perception of the direction of El Salvador and its positioning both in the region and globally. On February 3, 2019, he won the presidential elections by a wide margin, becoming the youngest President in the country's history and the youngest in all of Latin America.

His resounding presidential victory was preceded by two terms as mayor. The first was in Nuevo Cuscatlán, a small municipality in La Libertad that gained recognition due to a new approach to municipal governance. The second was in the country's capital, San Salvador, where he also implemented innovative development strategies through public-private partnerships, benefiting the city's residents. His most notable achievement was the revitalization of the heart of the Historic Center, a challenge in which all his predecessors had failed.

## Manufacturing Update

### Charles Crain

Managing VP of Policy  
National Association of Manufacturers



Charles Crain is the Managing Vice President of Policy at the National Association of Manufacturers. In this role, he leads the association's best-in-class team of policy experts and advocates, working to achieve legislative and regulatory outcomes that support the growth and success of manufacturers in America. The NAM policy team is committed to ensuring that manufacturers' voices are heard as Congress, the Administration, and federal agencies consider policy choices across the broad spectrum of issues that impact the 13 million people who make things in America.

Prior to taking on the MVP role, Charles was Vice President of Domestic Policy at the NAM, leading a team driving the association's work on tax, corporate governance, health care, and technology policies. He joined the NAM to establish and lead a policy portfolio focused on corporate governance, financial services, capital markets, and corporate finance issues, focused primarily on engagement with the Securities and Exchange Commission.

Charles previously worked for the Biotechnology Innovation Organization on financial services, tax, and health care issues; he began his career on Capitol Hill working for members of the House Financial Services and Senate Finance Committees.

A native of Birmingham, AL, Charles received a B.A. in Political Science from Mercer University in Macon, GA.

## Geopolitical Update

### Jim VandeHei

Co-Founder & CEO

Axios

Jim VandeHei is the co-founder and CEO of Axios, a media company focused on breaking news and invaluable insights across business, politics, technology and the world. Axios helps readers and viewers get smarter, faster across the consequential topics reshaping our country and lives. As CEO, VandeHei has steered Axios into becoming one of the most celebrated digital media success stories of the past decade.



VandeHei is the author of best-selling *Just the Good Stuff* where he shares lessons he's learned from founding two successful media companies, and his tricks for thriving at work and in leadership. He also serves as the chairman of Axios HQ, a software company that helps organizations create essential communications. He was an executive producer of the Emmy Award-winning docu-news series, "Axios on HBO" and co-author of *Smart Brevity: The Power of Saying More with Less*.

Before Axios, VandeHei co-founded and was CEO of Politico, the media company that upended and revolutionized political and policy journalism in Washington, New York, and Europe. Overseeing both the editorial and business teams, VandeHei was the leading strategist behind its highly scalable and successful business model. Prior to this, VandeHei spent more than a decade as a reporter, covering the Presidency and Congress for *The Wall Street Journal* and *The Washington Post*. He was named National Editor of the Year in 2016. VandeHei is from Oshkosh, Wisconsin. He has a bachelor's degree from the University of Wisconsin-Oshkosh.

## CBP Discussion

### Dr. George E. Bogden

Executive Director, Office of Trade Relations

U.S. Customs and Border Protection

Dr. George E. Bogden is the Executive Director for the Office of Trade Relations at U.S. Customs and Border Protection. He was previously a practicing attorney, researcher, and writer on international affairs. Before private practice, he clerked at the U.S. Court of International Trade, followed by fellowships at Columbia Law School, Bard College, the German Marshall Fund, and the Kennan Institute.



His research has been featured in the *Washington Post* and his commentary has appeared in *The Atlantic*, *Newsweek*, *War on the Rocks*, *The Wall Street Journal*, *Lawfare*, *Diplomatic Courier*, *The Hill*, *The National Interest*, and *The Kyiv Independent*, among other publications. Routledge and the Marine Corps University Press have published textbook chapters by Dr. Bogden.

He has guest lectured at NYU's Wagner School of Public Policy, the Budapest Business School, the Wilson Center, and the British Library. Dr. Bogden is a Rockefeller Fellow at the Trilateral Commission, a Term Member at the Council on Foreign Relations, and a Member of the Bretton Woods Committee.