

Robert W. Carter

CEO/COO/VP – Sales/Team Manager

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EXECUTIVE BIOGRAPHY

If a company could design an “ideal” skill set of a new member of their management team, that individual would have the following five traits: 1) A true understanding of the fiscal requirements of running a company and strong focus on shareholder value, 2) An amazing ability to communicate and reach resolution with internal and external customers, 3) A broad working knowledge of design, manufacturing/operations, finance and sales, 4) An entrepreneurial spirit that drives innovation, accountability and results and 5) Understands the viewpoint of their customer and truly recognizes their needs.

Robert (Bob) Carter has spent the last 23 years developing this ideal skill set by learning and working in multiple industries with expert craftsman, professors, managers, executives, board members, venture capitalists and business partners.

Robert Carter has capitalized on career opportunities to develop the ideal skill set required to function as a senior executive in various positions of CEO/COO/SVP/V.P. Sales/Director of Technology within large corporations and high growth environment. Bob began his career as a chemical engineer in the refining industry after working his way through college at the University of Utah in the construction trades. Within his first year at Chevron Refinery in El Paso, TX, his construction experience quickly launched him into managing a \$20 million, six week refinery turnaround. His personality and natural leadership ability allowed him to drive team performance among the maintenance and construction personnel in a Union environment. His early success at Chevron launched him into the crude scheduling/planning section of the refinery where he gained an interest in the financial side of the business. Bob continued developing his skill set in the production environment at the Phillips Refinery in Salt Lake City, UT. Bob’s hunger for learning and desire to increase his credentials drove him to sit for the Professional Engineering exam four years after obtaining his engineering degree. Very few chemical engineers achieve this highest level of engineering certification and Bob quickly recognized the opportunities this could bring.

With solid plant experience under his belt, Bob decided to gain a better understanding of a startup environment. He was solicited by one of his engineering professors to help start up Reaction Engineering International in Salt Lake City, Utah. He and two others were the first employees of the new company and successfully grew it into a viable combustion R&D company within two years. Bob quickly recognized his love for business and decided to pursue his MBA instead of a Phd that was required within a research company. Bob was solicited again by a previous colleague to step back into the mining industry at Great Salt Lake Minerals (GSLM) as their engineering, maintenance, purchasing and stores manager. GSLM was a great mid-level mining and processing company with 300+ employees. Bob utilized this opportunity over the next two years to fully understand integrated software solutions. He procured and implemented a full scale computerized maintenance management system that completely integrated maintenance, purchasing, stores and finance. The implementation was a phenomenal success and recognized on a world level through various maintenance publications. With this new integrated business knowledge of systems and process, Bob decided to pursue his executive MBA from the University of Utah. He graduated with honors from the MBA program in 1996 and started his first solo company called Technologically Enhanced Information Systems (TEIS). As the CEO and sales executive it was critical to gain rapid exposure in the marketplace. The growth of TEIS was so rapid, it was quickly purchased by Revere Incorporated within the first 12 months of inception. Revere utilized Bob's plant operational knowledge, systems knowledge and sales experience to establish a western region implementation and sales office. Bob continued to gain valuable sales and marketing experience as he rolled out new software and service based product offerings. His business knowledge allowed rapid growth of the consulting services in business process optimization at all levels of industrial clients. He managed and implemented software and business process solutions all across the U.S., Canada and had teams in Saudi Arabia and Mexico.

Bob has proven the ability to build strong internal and external business relationships. A good example of this was the offer he received to run a software company called Envision Technology Solutions (ETS), from an executive that previously left Revere to join a venture capital company. ETS had a great software solution, but was struggling to sell, market and implement the product. ETS needed a new executive to evolve the company and reached out to Bob. The CTO of the investment company had worked with Bob in various business environments. Bob immediately implemented a new sales strategy to include a strong service model including outsourced software hosting for

large corporations like United Airlines and other Fortune 500 companies. Bob and the team at Envision rapidly closed key relationship sales with Disney World, Shaw Industries, Clark County, Square D, etc., and increased sales over \$3 million in two years. During this two year period, Bob was also instrumental in selling 50% of the company to CNA insurance group and heading up another company in Chicago called Certificate Management Solutions which was owned by the same investors.

Bob decided to expand his community of influence and began to meet with various venture capital groups with large growth opportunities. His unique experience in engineering, design, operations, IT/IS, software, finance and business process consulting was very attractive to VC's. Bob was successful in raising venture capital for a company called First Choice Solutions and was required to join the company as CEO to complete the investment transaction. Bob was able to hire and develop a team of experienced managers who helped grow the company by over \$12 million/year in revenue in the first couple years. In association with this growth they developed a fully-integrated software estimating solution for all the major insurance companies and networked over 3000+ car audio shops to handle the installation. Bob was instrumental in closing three rounds of venture capital in excess of \$14 million to fund the rapid growth periods of First Choice. After the third round of venture capital in late 2005, Bob and his business partner of many years decided to transition out of the insurance software/service space and created Excellence to Market, an engineering, venture capital, project management, software development and consulting company. This transition allowed him to perfect his knowledge and skills through targeted consulting and continued small business development, while spending more time with his youngest son before he graduated from high school in 2009.

Excellence to Market was operational for over five years in direct support of business consulting, new company startups, engineering, software development and sales/marketing. During this period Bob has been instrumental in: 1) consulting in business process optimization and engineering at two mining companies, 2) spun technology out of Brigham Young University to startup a video production and marketing company called Flying Sensors, 3) developed and deployed unmanned aerial testing platforms for Battelle, Dugway and L3 Communications, 4) provided startup business consulting services to the State of Utah Centers of Excellence Program, 5) Created business plans and raised funding for several smaller companies, and 6) developed a visual marketing platform and technology solutions for various companies,

visitors bureaus and the Utah Office of Tourism. In 2011 Bob made the hard decision to close down Flying Sensors, after 5 fun and exciting years, due to a market downturn and the delayed release of federal regulations around controlled airspace.

Today, Robert (Bob) Carter resides with his wife near Salt Lake City, Utah. With three grown children and at the young age of 50 he is currently working as a Senior Vice President of Preferred Sands, based out of Philadelphia and oversees all the operational activities within the US and Canada. Preferred is a high growth company with technology and mining solutions to support the oil and gas industries. Preferred owns and operates 5 active mine sites and one resin facility within the US and one active mine in Canada. Preferred also operates a logistics pipeline and offers market trend software solutions to the industry. Bob has managed in excess of 500 personnel within these operations and driven key performance metrics and helped develop strong reporting indicators. Bob utilizes his personality, education and communication skills to drive and motivate growth and return on investment for the shareholders. Bob aligns himself with a strong teams where he can contribute and add value. He isn't focused on title and thrives on actively participating in the growth of the company. His skill set is very diverse across organizational boundaries and has touched and improved many different industries. Bob has travelled most of his career, has closed and implemented exclusive deals with many Fortune 500 companies. Bob can be contacted at 801-232-5227, bobc4008@gmail.com and maintains his resume and other key business information on a personal marketing website at www.robertwcarter.info