



"We are always pressing and pushing towards a higher mark, a higher call. Working hard to be a little bit better today than yesterday, and a little bit better tomorrow than today. I believe the reason for success is because we press hard for it. Tomorrow, just like yesterday is up to us."

Terrence M. Preston

SENIOR MANAGEMENT EXECUTIVE – CEO / PRESIDENT

Driving Profitable Business Growth, Improvement & Sustainable Change

Inspirational leader for business growth, improvement, and change with a proven history of success balancing shareholder interests with long-term organizational vitality. Take great pride in creating a cohesive company culture of "We" that encourages teamwork, rewards performance, and motivates employees toward a common mission and cause of action, even in difficult settings when the odds of success seem low.

- ▶ Turned around a near-bankrupt company during the worst economic crisis in recent history
- ▶ Doubled revenue in 7 years while producing 3X the profits of comparable companies
- ▶ Eliminated \$20 million debt in 3 years while concurrently raising the bottom line \$16 million
- ▶ Opened new operations in Japan, China, and Korea; built a \$40 million business in Europe
- ▶ Optimized efficiency, producing stable sales with 15% smaller labor force

Automotive, Plastics, Chemical & Electronics Industries | Global Business Environments

PROFESSIONAL HIGHLIGHTS

Aggerwall – Nampa, ID **2008 – Present**

Full P&L and operational authority for this \$250 million international group of 6 businesses, each manufacturing computer components. Oversee 1,000 employees and 11 direct reports spanning 5 locations in the U.S., 3 in Europe, 2 in China.

PRESIDENT / CEO / MEMBER OF BOARD OF DIRECTORS

Executive Performance Snapshot

Turned around a deeply troubled company that was mired in debt and in a downward spiral. Masterminded complete restructuring and created a vibrant, profitable company that thrives with a strong balance sheet and focused, autonomous, and profitable business platforms that continuously invest in growth and innovation.

Recruited to take over leadership of a struggling company that was faced with a completely untenable loss position and major problems related to a poorly executed JV and acquisition, lost focus, and over-distribution of balance sheet cash. Made bold changes requiring courage and conviction to press forward in spite of reservations expressed by the Board of Advisors. Envisioned and spearheaded a multi-pronged approach to restructuring that...

- Fueled investment dollars and future growth opportunities
- Fortified R&D and business development capabilities
- Reduced debt and eliminated stagnant balance sheet assets
- Outsourced IT and other non-core services
- Divested businesses not aligned with core platform
- Recruited new talent and developed existing talent

Quickly transformed the company from \$20 million in debt and \$15 million in operating losses to produce a solid profit and maintain a healthy balance sheet:

	Debt	Losses/Profits	Shareholder Distributions
2008 (at hire)	\$20,000,000	(-\$15,000,000)	-
2009	\$18,000,000	(-\$7,500,000)	-
2010	\$9,000,000	+\$1,000,000	-
2011	\$0	+\$3,000,000	-
2012	\$0	+\$3,900,000	\$4,000,000
2013	\$0	+\$7,000,000	\$9,000,000

Selected Results:

- **Cut losses 50% in the 1st year** by selling 2 business units, eliminating 50% of products, and reducing labor by 200 employees. Pared the business using 80/20 principles as well as Product Line Simplification (PLS) and Quad Analysis.

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- **Saved company from the brink of failure**, reversing \$15 million in losses to \$1 million in profits by the end of the 2nd year and to an estimated \$7 million profits annually in 5 years, with \$9 million in shareholder distributions.
- **Fueled growth, innovation, and financial improvement** as the visionary behind restructuring and new operating philosophy that propelled operating margins 30% higher to 52%, even during the depths of the economic recession.
- **Completely eliminated \$20 million in debt and recorded \$7 million in cash on the balance sheet** by 2011, and in 2012 drove double-digit, year-over-year growth in 3 businesses, producing 30% increase in consolidated profitability.
- **Grew both revenue and profitability by double-digits in 5 of 6 businesses** in 2013, and launched new start up business that grew from \$0 to \$5 million sales in just 6 months.

Bain Products – Waltham, MA **1992 – 2008**

Reported to a remotely located Chairman and majority shareholder; held full P&L and operational authority for this \$350 million privately owned international manufacturer of specialty chemicals. Decentralized customer-focused organization with 7 manufacturing operations in the US, France, China, and Mexico, and technical and sales offices in Japan, Brazil, China, Korea, Italy, Spain, Germany, United Kingdom, Turkey, Poland, and South Africa. 9 direct reports.

PRESIDENT / COO / MEMBER OF BOARD OF DIRECTORS (2000 – 2008)

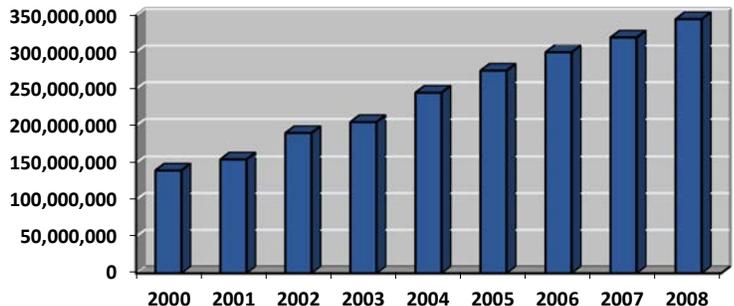
Executive Performance Snapshot

Piloted explosive growth and globalization of what had been a North American-centric business. Led company to its fastest revenue and profit growth period in its 50-year history, driving operational excellence and leveraging mature business cash flows to invest in new product development and fuel revenue and profit growth at a rate of 10-15% per year.

Promoted and led the charge that created an internationally growing company with a global footprint that expanded rapidly based on specific customer demand. Championed wholesale shift of product mix and operational focus to concentrate on the customer, technology, service, new product development, and operational excellence. Built strong, efficient, scalable operational foundation that maintained industry-leading profit margins through various economic cycles.

Selected Results:

- **Doubled gross revenues (146% growth) to \$345 million** by driving globalization and identifying/capitalizing on key opportunities that were proliferated across other industry platforms and into adjacent industries.
- **Delivered profit margins 3X the industry benchmark** by focusing the entire organization on customers, technology, service, new product development, and operational excellence.
- **Galvanized company by committing a consistent portion of profits to be shared with all employees**, rewarding employees for sharing viable ideas to fuel company growth and profitability.
- **Produced stable sales levels with 45% less capital equipment and 15% fewer human resources.** Optimized organizational structure and drove continuous improvement using Lean Manufacturing and Six Sigma techniques.
- **Positioned company as lowest-cost producer in the industry**, creating greater profitability and market flexibility while delivering 15% savings to customers. Earned recognition as supplier of the year for key OEMs.
- **Established subsidiary operations and technical centers in Japan, China, and Korea** to service existing customers and to develop new customers in emerging markets.



GENERAL MANAGER (1992 – 2000)

Executive Performance Snapshot

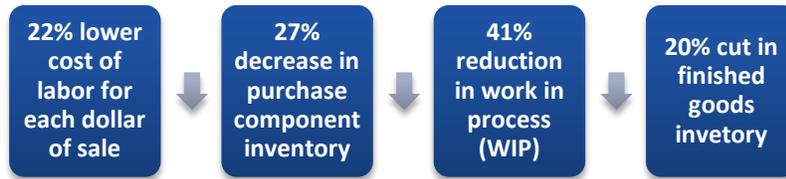
Reversed losses into profits, turning around a money-losing plant. Propelled 15% sales growth annually through strategic investments in product development, growing key product lines and introducing new products. Rooted out operational inefficiencies and drastically slashed expenses by implementing Lean principles. Spearheaded startup of international operations and a new manufacturing facility for the company's largest division.

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Personally recruited by owner to turnaround and lead an underperforming \$50 million, 250-employee multi-site operation. Managed P&L and all operations, including capital budgeting. Drove continuous improvement of customer service, technical sales support, quality, engineering, manufacturing, materials and logistics, and environmental/health/safety.

Selected Results:

- **Organized manufacturing facilities to focus on Lean Manufacturing concepts**, removing barriers and enabling employees to contribute to continuous productivity improvements. Net results included:



- **Built and supported growth of a \$40 million per annum business in Europe** by leading integration of manufacturing capability, technology, and know-how with European JV partner.
- **Created new annual revenue stream of \$10+ million** by spearheading development and growth of new technology chemical delivery system business that resulted in sale of 6 fully functioning systems.

Acme, Inc. ■ Seattle, WA 1990 – 1992

PRODUCTION MANAGER

Executive Performance Snapshot

Formed vision for and led a group of project teams to implement \$3.5 million in capital investment projects after selling the idea to Acme’s CEO; resulted in \$1.5 million annual savings through decreased rework and scrap generation. Led and coordinated effort that achieved ISO 9000 certification for twin screw extruder operations.

Managed manufacturing operation producing \$150 million sales. Oversaw 9 salaried professionals and 100 hourly employees. Led engineering improvements, production management, and inventory management. Earned recognition as Team of the Year 1991. Named Acme Silicones Engineer of the Year and received CEO Stock Option Award.

** Began career as a Process Development Engineer with Arrentis (1987 – 1990). Provided technical expertise and direction to start-up and roll-out major consumer goods in laundry products and personal care divisions. Developed AOBS/Perborate technology currently being used in densified detergent with bleach products on store shelves today.

EDUCATION & OTHER CREDENTIALS

Master of Business Administration – M.B.A. (1992)

University of Denver, Denver, CO

Bachelor of Science – B.S., Chemical Engineering (1987)

University of Rochester, Rochester, NY

Professional Development

Advanced Management ■ Leadership at the Peak ■ Mergers and Acquisitions ■ Sales Leadership ■ Pareto 80/20 for Strategic Business Leadership ■ TQM ■ Lean and Six Sigma ■ Leadership

Professional Associations

Chair Elect, Nampa Chamber of Commerce
 Director-Board of Advisors, Idaho Hospital
 Director-Board of Advisors, Leadership Academy Schools

Résumé Strategy

Terrence came to me as a seasoned CEO, to have me prepare his first résumé ever. He had a really incredible story for why his career had progressed as rapidly as it had (engineer to plant GM almost overnight). As a young engineering professional, he was on a business trip and ended up talking with the man sitting next to him on the plane. That man was the owner of a company that was troubled and losing money. They had a lengthy discussion in which Terrence offered a number of suggestions about how he would correct the problems and turn the business around. A couple of weeks later, the company owner called and recruited Terrence to serve as GM of one of the most troubled plants. The hitch: he would receive NO salary until he turned it around. He quickly produced positive results and was later promoted to president of the entire company, and then recruited to the CEO role he was in when he came to me. This story was touched on in the résumé by noting that he had been personally recruited by the owner, but I used it more extensively in the letters and biography that I also prepared for him. An excerpt from one of those letters:

Do you want to be safe and good, or do you want to take a chance and be great? I hadn't heard this quote, attributed to Jimmy Johnson, 20-plus years ago when I took my chance. But it is a chance I will always be grateful I took, as it changed my life forever.

Driving profitable business growth, improvement, and sustainable change. Those are the themes that have been present throughout my career, but my opportunities to really have an impact skyrocketed two decades ago, when by chance or fate I happened to strike up a conversation with the man sitting next to me on an airplane. At the time I was a young professional, not long out of college and beginning to establish myself in an engineering career. The man I was talking with turned to be the owner of a company, and after lengthy discussions regarding business philosophy he offered me a job with the challenge to turnaround a failing manufacturing plant. The catch? There would be zero pay until the plant was profitable. As risky as it might have seemed, I had faith in my potential, and somewhere I found the courage to take the chance...

Terrence's personal brand and value proposition was all about driving growth and results through the creation of a cohesive company culture of "We." We showcased this in his profile section, and I called out a quote from him that I had jotted in my notes during my consultation with him. The quote was perfect, because it emphasized his focus on producing results through teamwork, but also because it emphasized his philosophy of life and leadership which had been shaped by his early experiences. Again, we further drew this out in the other documents I prepared for him

Terrence had lots of successes and results. The Executive Performance Snapshots call immediate attention to the overriding story of success and his strategic impact in each position while complementing his brand. Rather than letting the reader get lost in a sea of bullets, I used a graphic element on each page to illustrate some of his quantified achievements in a format that was quick and easy to scan. The color scheme was selected to give the résumé an understated elegance while adding the visual appeal that would ensure his résumé stood out.