

ROBERT J. WHITE

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Overall Summary (See appendix A for details)

- Managing organizations through **complex periods of evolution**
- 40+ years of **leadership in multiple business situations**
- **Overseas business experience** with 10+ countries; visited 59 countries

Examples of Value-Add Provided (See appendix A for details)

- **Teleglobe Inc.:** Increased value of company by six-fold on TSE
- **Cogeco Cable:** Established telecom division
- **C3Gateways:** Built new *company*
- **Bell Canada:** Took performance of large operations division from worst to best
- **CITC-Saudi Arabia; CRTC – Canada:** Developed modern telecom regulatory policy

Professional Experience

Pulmac Systems International Inc

Williston, Vermont

Chief Executive Officer (2013 – Present)

Responsible for developing and implementing Pulmac's strategic development goals and seeing to the overall performance of the Company.

Telequity (LLC, Inc.) (1993 – 2013)

Williston, Vermont
Montreal, Canada
Riyadh, Saudi Arabia

Company Summary:

Transformation and growth of businesses through participation in management & ownership; we work with businesses to implement strategies that secure their growth and significantly increase their value; we started in 1993 with clients in the telecommunications industry and have since expanded to the electric energy, pulp and paper, social networking, electronic commerce and business education industries; our clients are based in North America and abroad; our growth model can be applied to several other industries.

Responsibilities:

Ventures Consultant: sourcing, evaluation & selection of prospects, formulation of growth & transformation strategies, implementation & realization of project goals; executive and board leadership of projects and investments. See appendix B for details of key projects

Bell Canada Enterprises Inc. (BCE) (1969 – 1993) **Montreal, Canada**
Jeddah, Saudi Arabia
Ottawa, Canada

Company Summary:

Largest telecommunications services company in Canada; operates throughout Canada & globally

Responsibilities

1969-85, Bell Canada: Network Engineering/ Operations, including Saudi Arabia; **1985-88**, Assistant Vice-President, Business Development; **1988-91**, Telecom Canada: Vice- President, Network; **1991-93**, Teleglobe Canada: Vice-president, Strategic Development.

See appendix B for key accomplishments

Education

McGill University, Montreal, Canada

Master of Business Administration (1980)
Graduate Diploma in Management (1976)
Bachelor of Engineering (Electrical) (1969)

Stanford University, Palo Alto, California, USA

Executive Program in Marketing (1986)
Executive Program in Engineering Economics (1975)

Advisory Engagements

Expert Witness – Ontario Superior Court – BNMI vs. Rogers Telecommunications (2015-16)
Advisor to Saudi Arabian Telecommunications Regulatory Commission (2009-11)
Advisor to the Canadian regulator, CRTC, on competition policy in the local network (1997-98)
Expert witness in Teleglobe Canada's first regulatory hearing following privatization (1991)
Advisor to the Canadian Ministry of Communications on telecom R & D issues (1991)
Expert witness in the Court case to determine if telecommunications is regulated by provincial or federal government in Canada (1990)
Advisor to the Canadian Ministry of Communications at a number of international telecommunications policy meetings (1988-90)
Advisor to the Canadian Ministry of Communications on policies relative to digital integrated services (Lawrence Commission member) (1988)

Board Engagements

Chairman, Pulmac Systems International Inc.
Director, KM Technologies Inc. (2000-03)
Chairman, Novo Technologies Inc. (2000-03)
Director, Canadian Local Number Portability Consortium (1999-2001)
Director, Canadian Numbering Administration Consortium (1997-98)
Director, PresTech Information Access Services Inc. (1995-96)
Director, Canadian Institute of Telecommunications Research (1992-93)
Director, Vision 2000 Inc. (1989-94)

Affiliations

Business & Professional

Chairman, IT Committee, Paper Industry Management Association (PIMA) (2017 – Present)

Member, IT Committee, Paper Industry Management Association (2014 – 2017)
Member, American Business Group of Riyadh (2010 – 2011)
Member, Lake Champlain Regional Chamber of Commerce (2007 – Present)
Member, Strategic Management Society (2007-08)
Member, Montreal Economic Institute (2002 - 2009)
Member, Institute of Electrical & Electronics Engineers (1996-2008)
Invited to attend World Economic Forum, Davos, Switzerland (1992)
Member, Order of Engineers of Quebec (1969 – Present)

Community

Acting Executive Director, Montreal Independent Living Resources Center (2008-09)
Director, School of Small Business Practice (2008-09)
Advisory Board Member, Salvation Army - Montreal Chapter (2005-09)
President; Treasurer; Director, Canadian Political Party (Riding Association) (2004-09)

Appendix A to Curriculum Vitae

Robert J. White

Key Attributes

Experienced executive: 30+ years of senior management experience in many types of organizational settings: corporate (public, private, start-up businesses); government; non-profit organizations; political party. In-depth management experience in telecommunications sector is transferable to general management capability for all sectors of economic activity. Comfortable leading corporate executives, entrepreneurs, technical and professional staff, boards of directors and volunteers.

Problem solver: recognize patterns, dynamics and complexities of a particular situation; propose solutions within a framework that reflects market and competitive realities as well as political, social and technological exigencies; ability to negotiate arrangements that satisfy stakeholders; solutions proposed reflect achievability potential and capacity to produce short-term wins.

International experience: Have traveled to 50+ countries on every continent; specific business dealings with 10+ countries; extensive experience in the Middle-East; visited 56 countries on every continent except Antarctica.

Personal interests: current affairs; economics; strategy; practice of management

Key Management Skills

Developing strong business relationships in foreign cultures: I have spent 5 years working and residing in Saudi Arabia in two stages of 2 ½ years each. The first time was as an employee of Bell Canada International; the second time on my own account, finding my own sponsors. In both circumstances, I was successful in accomplishing my goals and my contribution was well appreciated by my Saudi colleagues. As Vice-President of Teleglobe, an international telecom company operating globally, I was responsible for finding ways to increase the reach of the company in the global marketplace. My answer was the CANTAT-3 project, one of the first undersea fiber optic facility built by any company and the first undersea cable built by Teleglobe as it followed, until then, the practice of using US undersea facilities. The project involved assembling 5 primary partners and 30 secondary partners from 3 continents around the world. When completed, the project multiplied Teleglobe's influence in the global marketplace, established direct access to Eastern Europe, reduced cost of access to Western Europe and increased the price of its shares by a factor of six times as quoted on the Toronto Stock Exchange.

Finding solutions to complex business problems: All organizations face constraints when expanding their capabilities or dealing with a changing marketplace; innovative approaches are necessary to achieve success. I follow a rigorous methodology to understand the patterns and complexities of the situation, determine and analyze potential solutions, test the approaches for their achievability, develop an implementation plan for the solution that appears optimum and gather support and approval from key stakeholders. In all of my work, I developed a reputation as a progressive and innovative thinker, unafraid of new approaches. This has allowed me to create significant value in several of the situations I have been tasked to resolve. This process has also allowed me to broaden my reach and achieve results in areas other than telecommunications, my original field of expertise. As a good researcher and listener, I can gather the inputs necessary to effectively solve problems in other fields of activity. I have been successful as the President of a Canadian political riding and as the interim Executive Director of an organization to support persons with disabilities. This is transferable to other disciplines in the economy..

Organizing and financing difficult projects: As Vice-President-Strategic Development with Teleglobe, I initiated and promoted the \$400 million CANTAT-3 project and led the discussions with investment bankers, company shareholders, project partners and suppliers to assemble the necessary financing. This project doubled the assets of the company and was the first of its kind for a Canadian telecom company. As CEO and Chairman of various high-tech early-stage companies, I led the efforts to raise the funds required for these projects.

Managing large and complex operations: As Division Manager of Operations with Bell Canada, I was responsible for overall operations of the Montreal network. This involved directing a staff of 1200 employees, organized in two unions with a budget of \$40 million. The performance of my division improved from the worst operating division in the company when I took the job to best of 4 similar divisions in the company when I left it 2 ½ years later. This was noted by Bell's Executive Committee. With Bell Canada International in Saudi Arabia, I managed overall operations for the West Region which involved multiple technologies, a staff of 300 from several cultures and background with difficult environmental, logistical and supply conditions. I received a special mention from the Saudi Minister of Communications when my contract was over 2½ years later.

Dealing with corporate structure and governance issues: As president and CEO of C3Gateways and as Chairman of Magardi, Inc., I assembled strong Boards of Directors and Advisory Boards made up of prominent members of the community and subject matter experts. I have always been both demanding and supportive of the role of boards and, when they are well educated about the organization and supported by it, see them as strong contributors to the success of an organization. As an executive of public companies, I always had strong interactions with these companies' boards to obtain approval for the projects my organization was sponsoring.

Appendix B to Curriculum Vitae

Robert J. White

Key Telequity Projects

Project	Role	Time Period	Outcome	Remarks
MPR TelTech Inc. (BCTel R & D Sub.- Various advanced network systems)	Headed bid team for Telequity to acquire company	1995 - 96	Bid to acquire won by IBM & Newbridge	Telequity financing (\$65 million) came from Ontario Teachers' Pension Fund and two banks
Magardi Inc. (Credit card fraud detection system)	Chairman	1996 - 01	Sold to Indian high tech company - Spring 2001	Sales rose from \$ 0.5 million to \$ 12 million during period in question
vision.com Network (Canada-wide telecommunications services network operated by consortium of major Canadian cable television companies)	Project Leader (Sr. .VP Telecom – Canadian Cable Television Association)	1997- 98	Project acquired by Rogers Communications Inc.	Telequity integrated disparate consortium units & designed network
Cogeco Cable Inc. (Telecommunications services Business Unit)	Establishe d telecom business unit (Corp. VP Telecom – Cogeco Cable)	1998 - 01	Active division within Cogeco Cable Inc.	Original plan to spin out division mitigated by dotcom crash
Superclick Inc. (Internet Systems for Hotels)	CEO; Chairman	2002- 03	Active operating company- listed on NASDAQ OTC	RPO'd on NASDAQ - Fall 2003
Eeyou Communications Network (Broadband network for Canadian native group)	Project Advisor	2003- 07	Political decision to defer project indefinitely due to sponsor leadership change	Telequity planned, designed & secured financing for project

Project	Role	Time Period	Outcome	Remarks
C3 Gateways Inc. (Call Handling system for call centers)	CEO; Director	2002-08	\$5 million in financing from investors and government grants to 1) build prototype and demonstrate product, 2) establish organization, key staff and board of directors; 3) source key customers	Product received high level of interest from customers; Financing to go from prototype to full product was unavailable in 2005-06 time period; terminated project in 2007 through bankruptcy proceedings
Telequity Projects (Investment & Management / Early-stage businesses)	Principal	2006-09	28 projects evaluated - no investments made	Investment environment not conducive to venture projects during 2006-09 time period
Communications and Information Technology Commission (CITC) (Telecom regulator for Saudi Arabia)	Advisor to Regulatory Policy and Licensing Affairs Sector	2009-11	Main projects were: 1) development of regulatory framework for Internet Exchange in Saudi Arabia 2) development of policy for licensing the spare fiber optic capacity of non-CITC regulated entities	1) Regulation in final public consultation stage prior to issuance 2) Regulation approved by CITC Board of Directors
Telequity Ventures Project (Acquisition and transformation of US regional telecommunications operator to improve performance and build value)	Project Leader	2010 - 11	Business Plan completed; identified target company; Offering participation to financial partner(s) to begin acquisition process	Project abandoned because of risk factor associated with target acquisition
Red Tech Consulting (Strategy and business consulting in the Saudi Arabian Telecommunications and IT industry)	Vice President	2011	Developed business plan for Saudi company to enter telecom and IT market; pre-sales activity for various private and public clients.	Volatile project investment conditions: returned to North America from July 2011 onwards
Northern Reliability Inc	Strategic Advisor	2012	Company continues in non-growth mode	Telequity decided not to invest

Pulmac Systems International	Advisor	2012 - 13	Advising on transformation & growth of company	Joined the company as Managing Director
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Accomplishments while at BCE

High-Value Benefits Generated while at BCE

- **Vice-President – Strategic Development - Teleglobe:** Planned, engineered and built the first modern Canadian-based trans-Atlantic fiber optic cable system to improve access to new markets and significantly reduce cost of access to key European markets - \$400 million project; 35-member consortium (1993); value of company multiplied six-fold on the Toronto Stock Exchange
- **Vice-President – Network Development and Operations – Telecom Canada:** Integrated the Telecom Canada network with Telesat’s satellite network to manage peak traffic and improve disaster recovery intervals (1990); improved costs and performance significantly by bringing disparate companies under one operational structure
- **Assistant Vice- President-Business Development:** Launched Bell Canada’s digital video conference service and several other services as head of Bell’s “Enhanced Services” division (1986 – 88); established strong foundation for new services revenue
- **Division Manager – Network Maintenance & Administration – Bell Canada:** Implemented the first Nortel commercial metropolitan digital exchange (1982); critical phase for launch of this highly successful system to the market
- **Division Manager – Network Maintenance & Administration – Bell Canada:** Improved performance of Montreal operations from last to first place in the company over 2- year period (1980 – 82)
- **Division Manager – Planning – Bell Canada;** Implemented the first fiber optic cable system in Bell Canada (1980); critical phase for launch of this highly successful system to the market

Significant Appointments while at BCE

- **Vice-President – Strategic Development - Teleglobe:** Oversaw the development of Teleglobe’s business globally and in Canada (1991-93)
- **Vice – President- Network Development and Operations – Telecom Canada:** Planned, engineered and operated Telecom Canada’s National network (1988-91)
- **Chairman-Telecom Canada Network Council –** January 1988 – January 1991: Chaired the planning and operations council of Telecom Canada bringing together the network officers of all 10 member companies of the consortium

- **Assistant Vice – President – Business Development – Bell Canada:**
Developed and managed Bell Canada's enhanced services product and services portfolio (1985-88)
- **Division Manager – Network – Saudi Arabia - BCI Inc.:** Management advisor to the Saudi Arabian Ministry of Communications on operation of the country's Western Region network (1983-85)