

DAVID L. MILLER

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BUSINESS LEADER AND ENTREPRENEUR

**Marketing Strategies / M&A / Team Building /
P&L / Negotiations / Customer Relations / Start-Ups / Venture Capital /
Business Development / Organizational Development**

Successful leader for public and private entities with a proven ability to maximize shareholder value. Consistent history of exceeding growth targets, reducing costs and improving operations.

SELECTED ACHIEVEMENTS

Tripled the EBITDA results for PAVETEX over a 4-year period. These results were attributable to several key decisions to enable growth and provide the fuel to scale the organization which included changes in branding, organizational structure, strategic hires, a merger, operational and financial systems and a transition to P&L responsibility at a market level.

Successfully acquired and integrated 4 companies for Atlas which account for over \$300M in annual revenue. Responsible for working with private equity partners and internal stakeholders to ensure these acquisitions are wildly accretive.

Grew revenue of Flat Wireless by 129%. Established new leadership team; enhanced distribution channels; launched new product lineup and repositioned the brand to more than double the customer base of this regional wireless carrier in less than three years.

Successful head of M&A integration efforts for Alamosa PCS Holdings, Inc. Responsible for the successful integration of five targets acquired by the company prior to Alamosa's sale for \$4.3B.

Led turnaround of the Texas Emerging Technology Fund. Increased transparency and restructured investment focus as the Presiding Officer to move the Fund toward the top quartile as classified by the National Venture Capital Association's (NVCA) metrics.

Enhanced research expenditures for the Texas Tech University System to propel the University to National Research University Status. Led business development efforts and overall orchestration of a cross-functional team to ensure achievement of this critical designation under the guidelines of the National Research University Fund.

Exceeded expectations for auction strategy, acquisition and sale of FCC spectrum averaging a 5X return. Served as owner and lead on spectrum strategy, creating significantly accretive returns.

CAREER HISTORY

Texas Tech University, 2021 to Present.

Executive in Residence and Managing Director of the Hub Fuel Fund. As an Executive in Residence at the Texas Tech Rawls College of Business, I teach classes in Leadership and Entrepreneurship at an undergraduate and graduate level. I am also responsible for helping the college grow entrepreneurship engagement programs in the Lubbock and broader West Texas communities. As Managing Director of the Hub Fuel Fund, I serve as the Managing Director for the General Partner of this venture focused investment fund with the aims of creating shareholder returns; growing the Texas Tech Innovation Ecosystem and fostering a robust agriculture-technology sector in our region and in the State of Texas. As the Managing Director, I am responsible for making investments and general oversight of the Fund on behalf of the Texas Tech Research Park.

ATLAS Technical Consultants, 2017 to 2020.

Chief Strategy Officer. Atlas is a publicly traded (ATCX; Nasdaq) professional services (engineering) organization. In this role, I was responsible for mergers and acquisitions, integration, legal operations, business development, marketing, communications, strategic pursuits, national accounts, and related functional organizations. Priority of the position was to lead the growth of the organization. In this role, I had responsibility for the 4 most recently closed acquisitions as well as one with a signed LOI moving toward definitive agreement. These 4 most recently closed acquisitions have more than doubled the size of Atlas. Responsible for the selection of the Atlas CPM solution in 2019 to enhance consolidated reporting. Atlas was formed in 2017 and is approximately \$500M in revenue with \$65M in EBITDA.

PAVETEX Engineering, 2016 to 2020.

CEO. Responsible for overall leadership of the largest engineering and construction testing and inspection firm in Texas. I led a key merger in 2016, between two DBE entities which prepared us for growth. Since 2015, the organization's EBITDA grew by 285%. (\$7.35M on a cash basis in 2015; to the 2021 projection of over \$21M on an accrual basis) Number of Texas employees grew from 134 in 2016 to over 350 today. Key scaling initiatives included leadership within a team environment to: launch a new ERP system, progress to a P&L/General Management model; the addition of several strategic hires, rebranding the company and enhancing our digital presence, and opening six new offices in 2016 and 2017. PAVETEX sold to Atlas in October of 2017 but is still an ongoing legal entity.

Flat Wireless, LLC., 2011 to 2015.

COO. Responsible for marketing, sales, logistics, customer care, compliance, HR, product development and training for the regional wireless provider. Successfully doubled the customer base while lowering operating and acquisition costs. Successfully grew EBITDA margin by 22% during my tenure with the company.

MHK Holdings, Inc., 2012 to 2021.

President. Served as President and Chairman of the Board for a growing home care business in Texas and New Mexico. The General Manager of this operation had full P&L responsibility and reported to the President. MHK Holdings', Inc. provides home care services under the Synergy Home Care brand and is focused on market share growth while providing superior care to its clients.

Texas Emerging Technology Fund., 2011 to 2015.

Presiding Officer. Appointed twice by Governor Rick Perry to serve as Chairman. Successfully increased transparency of the Fund while changing the investment criteria and profile. The Fund achieved top quartile status based on metrics from the National Venture Capital Association. The Fund invested over \$400M and was on track to become a national leader in proportional returns relative to paid-in-equity. The fund's investments achieved \$3.2B in follow-on funding.

Texas Tech University System, 2007 to 2011.

Vice Chancellor. Responsible for system-wide research and technology commercialization during a critical point in the organization's development. Successfully increased the organization's focus on technology development, acceleration and commercialization. Led a cross functional team to accomplish objectives and become a designated recipient in the inaugural class of the National Research University Fund. Some key initiatives started during my tenure include: The founding of Group NIRE, an enhanced focus on corporate relations, a technology accelerator, development of an angel investment network and a broader collaboration with the national laboratories in the energy research sector.

Alamosa PCS Holdings, Inc., (Publicly Traded) 1998 to 2006.

Vice President, Marketing. Managed \$170M budget and seven direct reports. Directed HR, advertising, promotions, merchandising, public relations, pricing, internal communications, compliance, competitive analysis and benchmarking. Conducted financial marketing analysis, handset and accessory planning and logistics, rate plan design and

development, credit policy management, and policy development for customer facing functions. Developed advertising and promotional strategy to drive a 13% increase in activations on a year over year basis. Achieved a 23% annual increase in subscriber base. Alamosa sold to Sprint in 2006 for \$4.3B.

Prior: Served as a consultant to non-profit organizations from 1993 to 1998.

BOARD SERVICE, KEY SKILLS & EDUCATION

Board Service: Board service experience in for-profit and non-profit organizations including: Chair, Texas Charter School Finance Authority; Chair, Texas Emerging Technology Fund; Vice Chair, Product Development and Small Business Incubator Board; President of CASA of the South Plains; President, MHK Holdings, Inc.; President PAVETEX Holdings, Inc.; Director, Texas CASA; Director, Infrastructure Networks; Director, Texas Multicore Technologies; Director, Group NIRE; Director, GLEAMM; Chairman of the Aldersgate Church Council, Director at Parkridge Pregnancy Center, and Vice President, OMEGA Mission International.

Key Skills: Versatile, people-oriented leader. Laser-like focus on market share growth. Effective in the development of creative strategies and engagement of cross-functional teams to achieve company goals. Proven ability to maximize opportunities and overcome obstacles to grow revenue.

Education: **JD**, Texas Tech University School of Law. **MBA**, Texas Tech University Rawls College of Business (Executive Program for Attorneys). **BS**, Criminal Justice, Midwestern State University. **Continuing Education:** Marketing, finance, general management, mediation and negotiation, Harvard Business School and Southern Methodist University.