

“OWN IT” CULTURE CREATOR

A Force for Positive Corporate Change



MY JOURNEY AS AN “OWN IT” CULTURE CREATOR

Owners act and think differently than employees. To an owner, a business is more than a source of income. It's part of their identity. They view its success as their own. But I believe ownership is more than simply possessing something; instead, ownership is a mindset. The conscious development of the ownership mindset in oneself and others—learning to “think like an owner”—makes the difference between paycheck players and top performers. My success in running an employee-owned company has shown me it's possible to scale a business AND build a culture of ownership – what I call the “Own It” Culture – by empowering employees to take full responsibility for their effort, attitude, and careers. Doing so unleashes the collective power of engagement.

But I didn't always embody the ownership mindset. In fact, in 2006, I was on the floor of my apartment, overdosing on controlled substances, in part because I wasn't taking ownership of my life and career. Until I began the process of rebuilding my life, I was just a paycheck player. I blamed my boss and coworkers for my unhappiness at work. I definitely didn't “Own It.” But by undertaking the dramatic shift from an employee mindset to an ownership mindset, I pulled myself from the depths of substance abuse and a dead-end lifestyle to become one of the country's most inspiring employee-owned company leaders.

Over the past 16 years at the helm of StoneAge, the global leader in high-pressure waterblast tooling and robotic equipment, I have led the company through three business-model evolutions, the latest being from traditional tooling product development to semi-automated technology and now to IoT-enabled, robotic cleaning systems. Through the development of IoT-enabled industrial cleaning robots, we are bundling hardware products with software and data, creating a comprehensive service offering that drives annual recurring revenue. As you can imagine, pulling off significant transformations like these isn't easy. It requires a clear vision, relentless execution, and everyone in the company taking full responsibility for creating successful outcomes, no matter how hard the work becomes.

StoneAge has grown every year, except for 2009 and 2020. In both cases, we bounced back stronger due to the tight management of the company and an uncompromising focus on maintaining our culture and creating value for our customers. We have been ranked a Top Place to Work by Outside Magazine multiple times. In 2022, we saw a 54% increase in enterprise value due to our transformation strategy and ability to attract and retain top talent, which I believe will make or break companies in the future. We expect to increase our EV to \$1 billion over the next decade by bringing IoT-enabled solutions to traditional industries across the globe. And finally, the most rewarding transformation I've led StoneAge through was the successful buyout of our founders via the creation and implementation of an ESOP Trust. I am incredibly proud to lead a 100% employee-owned company where ALL of our employees understand how they create EV and share in the company's success through broad and meaningful ownership. By building and maximizing an “Own It” Culture, we have shown that companies can be a force for positive change by inspiring their employees to do their best work which translates into customer and business success.

CONTACT

- +1-970-779-1202
- kerry@kerrysiggins.com
- kerry-siggins
- www.kerrysiggins.com
- www.stoneagetools.com

THE VALUE I BRING TO THE BOARD

Are you looking to build a high-impact company that makes a difference? I am an “Own It” Culture Creator who understands how to use the power of ownership thinking and employee engagement to drive enterprise value. I am an expert at developing and executing transformational strategies that inspire employees to do their very best work. I can help you scale your company by developing winning strategies and turning your culture into a competitive advantage that is impossible to compete with.

TYPE OF BOARDS I'M SUITED FOR

- Privately-held or employee-owned
- Revenues of \$25M - \$300M
- B2B, Manufacturing, Technology, XaaS, Distribution
- Domestic and Global
- Companies looking to expand and transform

KERRY SIGGINS



SKILLS, KNOWLEDGE AND EXPERIENCE

- **DRIVING ENTERPRISE VALUE GROWTH:** Over my tenure as the CEO of StoneAge, I've grown enterprise value by \$140M while maintaining 20%+ EBITDA YOY.
- **FINANCIAL STEWARDSHIP:** Achieved YOY profitability and double-digit EBITDA, including during three economic-driven financial downturns. Agile at maintaining a strong cash position and positive cash flow.
- **MERGERS & ACQUISITIONS:** Led 7 M&As. Acquired and turned around IoT company, achieving new profitability in first 12 months—adding \$3M positive ROI to the current equity value of StoneAge. Negotiated a highly favorable acquisition of a data visualization and analytics software platform after a make vs. buy analysis. Most recently acquired a direct competitor with multimillion-dollar DoD and DoE contracts.
- **BUSINESS MODEL TRANSFORMATION:** Transitioned product offerings from manual tooling to IoT-enabled robots. Overhauled sales and customer success organizations to ensure successful customer adoption.
- **GLOBAL EXPANSION:** Set up sales and distribution operations in Europe, India and the Middle East, increasing global market share and sales by 130%.
- **EMPLOYEE-OWNERSHIP EXPERTISE:** Oversaw founder share buyout and successfully transitioned the company ownership to an ESOP trust. Deep expertise in employee-ownership models, deal structure, ESOP board creation, development and governance, and creating and leveraging a culture of ownership thinking.
- **FOUNDER TO MANAGEMENT TRANSITION:** Led the strategic transition from entrepreneurial founder leadership to a professional management team.
- **AMBIDEXTROUS LEADERSHIP:** Ability to exploit a core business by driving efficiencies and cost improvements while exploring and investing in new business models, products, and companies that don't fit into the core business model but provide potentially explosive growth.
- **THOUGHT LEADER & PEOPLE INFLUENCER:** Inspire action, self-awareness, problem-solving, strategic thinking, and execution across global teams. Respected and award-winning public speaker, podcaster, writer and Colorado figurehead.

EXECUTIVE CAREER NARRATIVE & VALUE IMPACT HIGHLIGHTS

CEO & EXECUTIVE CHAIRMAN, BOARD OF DIRECTORS | STONEAGE, INC. | Durango, CO | 2009 – Present

\$75M Revenue | Global Team of 170 | 9 Direct Reports

A US-based manufacturer of high-pressure waterblasting tooling and equipment with distribution and sales across 50+ countries. Repeatedly recognized in Outside Magazine's "Best Places to Work."

In addition to my role as CEO, I manage the StoneAge BOD as well as all externally facing PR, serving as the "face of the company" in both community and industry.

A FEW HIGHLIGHTS INCLUDE:

- **Averaged a 40% return to shareholders over the past 5 years and realized a minimum of 15% stock price increase** YOY after leading transformation to an ESOP. In 2021, achieved a 54% increase in share price.
- **As of 2021, grew company \$76M (from \$8M to \$75M)**, maintaining a minimum of 20% net profit through a 4-point strategic plan that included new product development, market expansion, digital marketing, and business model transformation.
- **Led and completed valuation and negotiations of multiple acquisitions**, expanding the company's capabilities, adding \$15M in enterprise value, enabling international expansion, and diversifying product and service portfolio to reduce market risk and diversify growth into a growing and stable industry.
- **Drove market segment growth by over 100% in 2 years** by transforming product development process to automated systems.
- **Created reoccurring revenue opportunities** by leading transformation from a manufacturing company to a Solutions as a Service company with managed services and subscriptions.
- **Developed a digital marketing transformation strategy.** In process of building a next-gen e-commerce platform, putting company on track to grow market segment revenue by 50% over the next 2 years.

KERRY SIGGINS



PREVIOUS ROLES

General Manager

StoneAge, Inc | Durango, CO | 2008 – 2009

Director Of Operations

StoneAge, Inc | Durango, CO | 2007 – 2008

Business Development Manager

DCC Services | Austin, TX | 2006

Business Development Manager

The Yoh Company | Austin, TX | 2005 – 2006

Operations Project Manager

Eaton Corporation | Austin, TX | 2002 – 2005

BOARD ROLES

BOD, StoneAge, Inc. | 2009 – current

ADBO, Fort Lewis College School of Business

2018 – current

BOD, MODSTREET | 2021 – current

BOD, Chinook Medical Gear | 2015 – 2019

CHAIRS & ASSOCIATIONS

Commission for Employee Ownership

Appointed Commission by Colorado Gov. Polis

International Society of Female Professionals

Member

Virtual Advisory Board

Member

Waterjet Technology Association

Vice President

Young President's Organization (YPO)

Member

EDUCATION

Bachelor of Science, Business Economics

Colorado School of Mines, 2001

ABA Board Leadership Accelerator Program

Graduate, 2022

INTERNATIONAL SPEAKER

Topics: Communication, Leadership, Overcoming Adversity, Relationship Building, Scaling Businesses, Employee Ownership

AWARDS & RECOGNITION

EY's Entrepreneur Of The Year

Ernst & Young, 2023

Best Place to Work

Inc. Magazine, 2023

30 Leaders to Watch in 2022

Silicon Review, 2022

Top 10 Most Influential CEOs

Industry Era, 2021

Colorado Top CEO Nominee

CoBiz Magazine, 2017

Colorado's Most Influential Young Professional

CoBiz Magazine 2011

Colorado Top Company Award – Manufacturing

CoBiz Magazine 2010

Colorado Exporter of the Year – Small Manufacturer

Colorado Department of Economic Development 2010

Colorado Company to Watch

Winner, 2009

Best Places to Work

Outside Magazine, Multiple Years