

ERIC GLOVER
Managing Director

PROFESSIONAL SUMMARY

Eric Glover, a Managing Director with Areté Capital Partners, has more than thirty-five years of operating experience leading multinational companies across a wide range of industries, including aerospace & defense, automotive, banking, business services, construction, consumer products, commercial/industrial products, distribution, healthcare, hi-tech, logistics, media services, oil & gas, private equity, restaurant, and retail. Mr. Glover's experience spans all business sectors; including manufacturing, construction, government contracting, service, omnichannel retail, and wholesale trade, and encompasses all types of capital structures; including public, private, private-equity sponsored, family-office owned, and non-profit.

Mr. Glover is a proficient value creator and catalytic change agent with extensive experience leading companies through major crises and complex change initiatives. By leveraging battle-tested skills and experience acquired over a long and distinguished career, he has helped companies navigate intricate and often precarious situations to achieve exceptional results. A passionate and high-energy leader, Mr. Glover is known as a visionary and resourceful executive with a noteworthy reputation for producing transformational results in all business lifecycles, including rapid growth, turnaround, and restructuring.

Throughout his tenure with Areté, Mr. Glover has led complex engagements with companies in the automotive, banking, consumer products, financial services, healthcare, manufacturing, oil & gas, private equity, restaurant, and retail industries. He has provided governance, interim executive, buy/sell-side support, and advisory services to all types of stakeholders.

Prior to joining Areté, Mr. Glover served as President of Raben Tire Company, one of the top 20 commercial tire dealers in America, where he led the company through a major turnaround and restructuring culminating with a sale to the Goodyear Tire & Rubber Company. Prior to Raben, Mr. Glover served as President & CEO of Heartland Automotive Services, the world's largest Jiffy Lube operator with 440 locations, where he led a highly successful restructuring campaign resulting in a change of control.

During his career, Mr. Glover has held Board and C-Suite level positions with Finca Impact Finance, Health Connect America, Paragon Integrated Services Group, QMax, Raben Tire, LifeWay Christian Stores, Heartland Automotive Services, Le Creuset of America, Publicis USA, United Technologies Photonics, and Able Body Corporation. Beginning his career in public accounting, Mr. Glover is a Certified Public Accountant and has an MBA from the University of Connecticut and a bachelor's degree from Missouri Southern State College.

Mr. Glover and his wife Tina live in Tennessee, where they are active in church and community service work. The Glovers have two grown children and six grandsons. When not working, Eric enjoys teaching, lifting weights, playing golf, riding his Harley, traveling with Tina, and watching their grandsons play team sports.



PROFESSIONAL BIOGRAPHY

CAREER EXPERIENCE

| | |
|---|---|
| ARETÉ CAPITAL PARTNERS, LLC <i>MANAGING DIRECTOR</i> | New York, NY / Park City, UT 4/20 - Current |
| RABEN TIRE CO., LLC (<i>acquired by Goodyear</i>) <i>PRESIDENT & CHIEF FINANCIAL OFFICER</i> | Evansville, IN 12/14 - 2/20 |
| LIFEWAY CHRISTIAN STORES <i>VICE PRESIDENT OF RETAIL OPERATIONS (COO)</i> | Nashville, TN 9/10 - 12/14 |
| HEARTLAND AUTOMOTIVE SERVICES, INC. (<i>now Team Car Care</i>) <i>CEO & PRESIDENT, CFO, (TRANSITIONAL COO)</i> | Omaha, NE 3/06 - 9/10 |
| LE CREUSET OF AMERICA <i>CHIEF OPERATING OFFICER, CHAIRMAN- LE CREUSET RETAIL STORES</i> | Charleston, SC 1/04 - 3/06 |
| LIFEWAY CHRISTIAN STORES <i>VICE PRESIDENT OF BUSINESS OPERATIONS (CFO)</i> | Nashville, TN 1/98 - 1/04 |
| PUBLICIS USA <i>VICE PRESIDENT & CONTROLLER</i> | Dallas, TX 1/95 - 1/98 |
| UNITED TECHNOLOGIES CORPORATION (<i>now Raytheon</i>) <i>HEAD OF FINANCE & ADMINISTRATION- UT PHOTONICS (SOLD)</i> <i>OPERATIONAL AUDIT SPECIALIST- UTC CORPORATE OFFICE</i> | Hartford, CT 8/91 - 7/94 4/89 - 8/91 |
| ABLE BODY CORPORATION <i>CHIEF FINANCIAL OFFICER</i> | Joplin, MO 10/86 - 4/89 |
| BAIRD, KURTZ & DOBSON, CPAs (<i>now Forvis</i>) <i>AUDITOR</i> | Joplin, MO 12/83 - 10/86 |

BOARD OF DIRECTOR EXPERIENCE

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| DANIEL'S JEWELERS | 7/22 - Current |
| HEALTH CONNECT AMERICA | 1/22 - 7/22 |
| FINCA IMPACT FINANCE | 12/20 - 6/22 |
| PARAGON INTEGRATES SERVICES GROUP | 7/20 - 1/21 |
| Q'MAX SOLUTIONS, INC. | 5/20 - 7/20 |

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| RABEN TIRE COMPANY (PE-backed) | 12/14 – 12/19 |
| LIFEWAY CHRISTIAN STORES (Private) | 1/98 – 1/04, 9/10 – 12/14 |
| HEARTLAND AUTOMOTIVE SERVICES (PE-backed) | 3/06 – 9/10 |
| LE CREUSET OF AMERICA (Private) | 1/04 – 3/06 |
| UNITED TECHNOLOGIES PHOTONICS (Public Subsidiary) | 8/91 – 7/94 |
| ABLE BODY CORPORATION (Private) | 10/86 – 4/89 |

INTERIM MANAGEMENT AND TURNAROUND ADVISORY EXPERIENCE

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| HEALTH CONNECT AMERICA (PE-backed) – CFO | 1/22 – 7/22 |
| FINCA IMPACT FINANCE (PE-backed) – CFO | 12/20 – 4/22 |
| PARAGON INTEGRATED SERVICES GROUP (PE-backed) – CFO | 7/20 – 1/21 |
| Q'MAX SOLUTIONS, INC. (PE-backed) - CFO | 5/20 -7/20 |
| RABEN TIRE CO., LLC (PE-backed) – President & CFO | 12/14 – 2/20 |
| LIFEWAY CHRISTIAN STORES (Private) – Divisional COO & CFO | 1/98 – 1/04 |
| HEARTLAND AUTOMOTIVE SERVICES, INC. (PE-backed) – CEO & President | 3/06 – 9/10 |
| UNITED TECHNOLOGIES PHOTONICS – Head of Finance & Administration | 8/91 – 7/94 |
| ABLE BODY CORPORATION (Private) – Chief Financial Officer | 10/86 – 4/89 |

EDUCATION/CERTIFICATIONS

| | |
|--|------|
| CERTIFIED PUBLIC ACCOUNTANT (CPA) – (Active) | 1985 |
| UNIVERSITY OF CONNECTICUT – Storrs, CT <i>Master of Business Administration, Finance,</i> | 1992 |
| MISSOURI SOUTHERN STATE UNIVERSITY – Joplin, MO <i>Bachelor of Science, Business Administration,</i> | 1983 |
| NORTHEASTERN OKLAHOMA A&M COLLEGE – Miami, OK <i>Associate of Science, Accounting</i> | 1981 |

* References Available Upon Request *

CURRICULUM VITAE

CAREER EXPERIENCE

| | |
|---|---|
| ARETÉ CAPITAL PARTNERS, LLC <i>MANAGING DIRECTOR</i> | New York, NY / Park City, UT 4/20 - Current |
| RABEN TIRE CO., LLC (<i>acquired by Goodyear</i>) <i>PRESIDENT & CHIEF FINANCIAL OFFICER</i> | Evansville, IN 12/14 - 2/20 |
| LIFEWAY CHRISTIAN STORES <i>VICE PRESIDENT OF RETAIL OPERATIONS (COO)</i> | Nashville, TN 9/10 - 12/14 |
| HEARTLAND AUTOMOTIVE SERVICES, INC. (<i>now Team Car Care</i>) <i>CEO & PRESIDENT, CFO, (TRANSITIONAL COO)</i> | Omaha, NE 3/06 - 9/10 |
| LE CREUSET OF AMERICA <i>CHIEF OPERATING OFFICER, CHAIRMAN- LE CREUSET RETAIL STORES</i> | Charleston, SC 1/04 - 3/06 |
| LIFEWAY CHRISTIAN STORES <i>VICE PRESIDENT OF BUSINESS OPERATIONS (CFO)</i> | Nashville, TN 1/98 - 1/04 |
| PUBLICIS USA <i>VICE PRESIDENT & CONTROLLER</i> | Dallas, TX 1/95 - 1/98 |
| UNITED TECHNOLOGIES CORPORATION (<i>now Raytheon</i>) <i>HEAD OF FINANCE & ADMINISTRATION- UT PHOTONICS (SOLD)</i> <i>OPERATIONAL AUDIT SPECIALIST- UTC CORPORATE OFFICE</i> | Hartford, CT 8/91 - 7/94 4/89 - 8/91 |
| ABLE BODY CORPORATION <i>CHIEF FINANCIAL OFFICER</i> | Joplin, MO 10/86 - 4/89 |
| BAIRD, KURTZ & DOBSON, CPAs (<i>now Forvis</i>) <i>AUDITOR</i> | Joplin, MO 12/83 - 10/86 |

BOARD OF DIRECTOR EXPERIENCE

| | |
|---|-----------------------|
| DANIEL'S JEWELERS (PE-backed) | 7/22 - Current |
| Mr. Glover was engaged by the private equity sponsor with accountability to the Board to help facilitate a broad-scale implementation of new enterprise and ecommerce systems and corresponding processes to prepare the company for an exit. Daniel's Jewelers is a 70-year-old private equity backed business with more than 100 stores in California, Arizona, Texas, Nevada, and Florida. | |

HEALTH CONNECT AMERICA (PE-backed)**1/22 – 7/22**

Engaged by the private equity sponsor with accountability to the Board of this healthcare provider with revenues of \$120M from 80 locations across seven Southeastern states. Serving as Interim CFO, Mr. Glover assumed the position in the middle of a major crisis and helped the company successfully navigate the situation and avoid default.

FINCA IMPACT FINANCE (PE-backed)**4/21 – 4/22**

FINCA Impact Finance is a \$1+ billion global network of 17 microfinance banks and institutions that offer innovative, responsible, and impactful financial services to low-income entrepreneurs and small businesses across the globe. Initially serving as a restructuring advisor to the Board and CEO, Mr. Glover assumed the Interim CFO role and led the company through a successful restructuring campaign.

PARAGON INTEGRATED SERVICES GROUP (PE-backed)**1/20 – 1/21**

Paragon, a private equity backed company, is a leading US based drilling fluids and solids management operation serving the energy and environmental industries. At the Board's request, Mr. Glover launched the company from scratch as founding CFO after purchasing selected Q'Max assets from the US Trustee.

Q'MAX SOLUTIONS, INC. (PE-backed)**5/20-7/20**

Q'Max, formerly a private equity backed company, was a leading provider of oilfield services for onshore and offshore upstream oil and gas companies across the world. Following the collapse in oil prices, the company's performance plummeted, and the sponsor lost confidence in the legacy management. The Board hired Mr. Glover to advise the Board and assume the CFO position to prepare the company for restructuring.

RABEN TIRE CO., LLC (PE-backed)**12/14 – 12/19**

Hired by the private equity sponsor with accountability to the Board as President & CFO for this diversified tire dealer having revenues of \$120M from 30 locations across six midwestern states. The company overcame serious financial challenges caused by unforeseen conflicts with a major supplier that substantially eroded earnings and constrained cash flow. Management executed an effective turnaround strategy that rebuilt earnings and enabled a successful sale to the Goodyear Tire & Rubber Company.

LIFEWAY CHRISTIAN STORES (Private)**1/98 – 1/04, 9/10 – 12/14**

Directly accountable to the Board, having frequent interaction with the Retail Committee, Mr. Glover, at different times, served both as the divisional COO and the divisional CFO for this \$300M for-profit division of a larger non-profit entity. The Stores division, the world's largest Christian retailer with 186 locations, was the largest revenue producing unit within the company at the point of his departure, having grown revenues and profit by more than 100% during his combined tenure.

HEARTLAND AUTOMOTIVE SERVICES, INC. (PE-backed)**3/06 – 9/10**

Appointed to the Board and promoted to President & CEO by the private equity sponsor during a major life-threatening crisis for this large Jiffy Lube franchisee with 400+ locations and revenues of \$300M. Accountable to the Board and to Shareholders for turning around the company and rebuilding enterprise value, Mr. Glover spearheaded a highly successful Chapter 11 restructuring process that preserved a 2X+ return for his private equity sponsor, even after

incorporating mezzanine debt conversion that resulted in a change of control from Quad-C Management to Blackstone.

LE CREUSET OF AMERICA (Private)

1/04 – 3/06

Hired as COO and appointed to the Board for this North American subsidiary of Groupe Le Creuset, a global category leader in the housewares industry operating in ~60 countries. Mr. Glover was also appointed Chairman of Le Creuset Retail Stores adding holistic responsibility for all retail operations in North America to his duties as COO for LCOA. Mr. Glover served on the global executive committee and provided advisory support to other Le Creuset retail leaders around the world.

UNITED TECHNOLOGIES PHOTONICS (Public Company Subsidiary)

8/91 – 7/94

Originally hired into the UTC corporate office to lead large scale operational audits of their global subsidiaries, Mr. Glover was promoted by UTC and tasked with forming a new, stand-alone, hi-tech, fiber-optic subsidiary from scratch along with four scientist from the UT Research Center. The leadership team, accountable to its own Board of Directors, successfully accomplished the objective by creating United Technologies Photonics, which UTC sold to JDS Uniphase for a premium price in 1994.

ABLE BODY CORPORATION (Private)

10/86 – 4/89

Recruited out of public accounting by his client, Mr. Glover was hired as CFO and appointed to the Board for this rapidly growing, privately held, tier-one manufacturer in the heavy truck industry. Able Body provided original equipment and customized aftermarket sleepers for Ford, Mack, Peterbilt, Freightliner and other heavy truck brands. Mr. Glover spearheaded all aspects of the company's public debt issuance to fund expansion and growth.

TURNAROUND AND RESTRUCTURING EXPERIENCE

HEALTH CONNECT AMERICA (PE-backed)

1/22 – 7/22

Engaged by the private equity sponsor with accountability to the Board of this healthcare provider with revenues of \$120M from 80 locations across seven Southeastern states. Serving as Interim CFO, Mr. Glover assumed the position in the middle of a major crisis and helped the company successfully navigate the situation and avoid default. Replaced several finance team members, including the legacy CFO and VP of Finance, implemented executive dashboards, re-engineered management reporting, integrated three acquisitions, implemented new cash flow management tools, and re-establish Finance's creditability with the Board.

FINCA IMPACT FINANCE (PE-backed)

4/21 – 4/22

FINCA Impact Finance is a \$1+ billion global network of 17 microfinance banks and institutions that offer innovative, responsible, and impactful financial services to low-income entrepreneurs and small businesses across the globe. Initially serving as a restructuring advisor to the Board and CEO, Mr. Glover assumed the Interim CFO role and led the company through a successful restructuring campaign at the holding company and subsidiary levels, obtaining an unqualified audit opinion, while launching a fund-raising campaign, and recruiting, hiring, and training a new permanent CFO.

PARAGON INTEGRATED SERVICES GROUP (PE-backed)

1/20 – 1/21

Paragon, a private equity backed company, is a leading US based drilling fluids and solids management operation serving the energy and environmental industries. As the founding CFO, as requested by the Board, Mr. Glover launched the company from scratch after purchasing

selected Q'Max assets from the US Trustee overseeing the Q'Max case. Responsible for hiring the permanent CFO, training the Finance staff, implementing new systems, securing credit, negotiating terms with vendors, and all other business affairs necessary to launch the new company on solid footing.

Q'MAX SOLUTIONS, INC. (PE-backed)

5/20-7/20

Q'Max, formerly a private equity backed company, was a leading provider of oilfield services for onshore and offshore upstream oil and gas companies across the world. Following the collapse in oil prices, the company's performance plummeted, and the sponsor lost confidence in the legacy CFO's ability to manage the crisis. The Board hired Mr. Glover to assume the position and prepare the company for restructuring, expecting to file a petition under Chapter 15 of the US Bankruptcy Code, plans changed when Canadian Lenders filed a CCAA petition leading to the appointment of a Receiver in Canada and a Chapter 7 filing in the US. With court approval, the Sponsor purchased selected assets and hired Mr. Glover as the founding CFO to spearhead the asset spinoff and setup of Paragon Integrated Services Group as a new company.

RABEN TIRE CO., LLC (PE-backed) – President & CFO

12/14 – 2/20

Originally hired as President to execute a rollup strategy within the commercial tire space, Raben encountered serious resistance and aggressive anti-competitive behavior from one of its key business partners who opposed private equity's entrance into the industry. Their actions caused significant revenue loss for the company and led to substantial earnings erosion and severe cash flow challenges. Management designed and executed a turnaround plan that stabilized sales, reduced expenses, rebuilt earnings and improved cash flows, culminating in a successful sale of the company to the Goodyear Tire & Rubber Company.

LIFEWAY CHRISTIAN STORES (Private) – Divisional COO & CFO

1/98 – 1/04, 9/10 – 12/14

Originally hired as VP of Business Operations (Divisional CFO) and later rehired as VP of Retail Operations (Divisional COO), Mr. Glover helped transform LifeWay Christian Stores from an industry after-thought into a world-class specialty retailer. While leading the charge on growth, modernization and profit improvement initiatives, Mr. Glover saw LCS grow from 80 to 186 stores, more than doubling revenues and profits, to become the global category leader.

HEARTLAND AUTOMOTIVE SERVICES, INC. (PE-backed) – CEO & President

3/06 – 9/10

Originally hired as CFO, Mr. Glover was promoted to CEO & President, and appointed to the Board during a major crisis. He promptly led the company through a highly successful Chapter 11 restructuring process that paid 100-cents on the dollar to creditors while preserving a 2X+ return for his original private equity sponsors, in spite of mezzanine debt conversion that resulted in a change control. By the time of his departure, 18-months post-bankruptcy, the company operated more than 400 Jiffy Lube locations across America and generated revenues of \$320M with double-digit EBITDA margins.

UNITED TECHNOLOGIES PHOTONICS (Public Subsidiary) - CFO

8/91 – 7/94

Mr. Glover, with support from UTC, formed this hi-tech fiber-optic subsidiary from scratch, along with four scientists from the UTC Research Center. Serving functionally as the CFO, Mr. Glover handled all business affairs for the company, including acquiring and equipping its advanced manufacturing facility, installing all systems, processes and procedures, and overseeing the hiring, training and on-boarding of all staff. Thus enabling UTC to sell the company and recover a multiple of its investment.

ABLE BODY CORPORATION (Private) – Chief Financial Officer

10/86 – 4/89

Hired as the CFO to help professionalize the company and prepare it for rapid growth as a tier one, original equipment supplier to the heavy truck industry. Mr. Glover oversaw the issuance of public debt used to fund acquisition and setup of a much larger manufacturing facility to accommodate the growth. He then managed the relocation of the company into that facility and provided executive leadership for all aspects of business operations while installing the company's first ever ERP system.

EDUCATION/CERTIFICATIONS

CERTIFIED PUBLIC ACCOUNTANT (CPA) – (Active)

1985

UNIVERSITY OF CONNECTICUT – Storrs, CT
Master of Business Administration, Finance,

1992

MISSOURI SOUTHERN STATE UNIVERSITY – Joplin, MO
Bachelor of Science, Business Administration,

1983

NORTHEASTERN OKLAHOMA A&M COLLEGE – Miami, OK
Associate of Science, Accounting

1981

* References Available Upon Request *

REFERENCES

BOARD OF DIRECTOR EXPERIENCE

DEAN HOLLAND – Chairman of the Board, Raben Tire Co., LLC
LEON BRUJIS – Partner, Palladium Equity Partners (Raben)
STEVE BURNS – Managing Partner, Quad-C Management (HASI)

(502) 797-3326 / dholland@morrland.com
(857) 654-7569 / lbrujis@palladiumequity.com
(434) 227-1444 / smb@qc-inc.com

TURNAROUND AND RESTRUCTURING EXPERIENCE

ANDREA SIMON – President & CEO, Finca Impact Finance
RAFAEL ANDRES DIAZ GONZALEZ – President & CEO, Paragon
DANIEL ILUNDAIN – Partner, Palladium Equity Partners
CALEB CLARK – Partner, Palladium Equity Partners
SCOTT CISNEY – Former CEO, Raben Tire Company
TIM VINEYARD – Former President, LifeWay Christian Stores
ROY SCHUMACHER – Former CEO, Heartland Automotive Services

(202) 971-4610 / andree.simon@fincaimpact.com
(262) 347-9315 / radg@paragonisg.com
(212) 218-5196 / dilundain@palladiumequity.com
(212) 218-5177 / cclark@palladiumequity.com
(972) 210-9279 / scisney324@gmail.com
(615) 414-8709 / tdvineyard@comcast.net
(402) 968-5346 / royschu@aol.com

PROFESSIONAL REFERENCES

KRISTI SHAIN – President & CEO, Health Connect America
kshain@healthconnectamerica.com
JOE SPARACINO – Managing Director, Stifel, Nicolaus & Co. (Raben)
GERRI UZZI – Restructuring Partner, Milbank (HASI)
ANDREW TORGOVE – COO, Lazard Middle Market (HASI)
DEAN SWICK – Former Managing Director, Alvarez & Marsal (HASI)

(615) 567-6726 /
(617) 823-9575 / joseph.sparacino@stifel.com
(305) 801-6038 / guzzi@milbank.com
(718) 986-7096 / andrew.torgove@lazardmm.com
(832) 814-1409 / dswick3773@gmail.com