



Admiral Collins
Outside Director of the Board,
Terma North America Inc.

Admiral Collins has thirty eight years of experience and accomplishments as a commissioned officer, leader and manager in the United States Coast Guard. Recently retired as Commandant of the Coast Guard, Admiral Collins managed over 100,000 personnel, an 8.1 billion dollar budget, and a fleet of over 220 ships, 230 aircraft, 1800 boats, and over 160 shore facilities. He has served the American public and the maritime industry in a variety of safety, environmental, law enforcement, and national security missions including leading the Coast Guard's overall response to hurricane Katrina.

As Commandant, he led the transfer of the Coast Guard from the Department of Transportation to the Department of Homeland Security. He developed and implemented national strategies, policy, and operations designed to mitigate security risk in our ports, coastal areas, and beyond. During his career with the Coast Guard, he served in a wide variety of influential leadership positions including Vice Commandant; operational commander of all mission activities in the Pacific; Commander of operations in the Western Pacific; Chief of Coast Guard Acquisitions; and a number of assignments as commanding officer of both shore and afloat field units.

Admiral Collins is a graduate of the Coast Guard Academy, where he also served as a faculty member. In addition, he earned an MA from Wesleyan University and an MBA from the University of New Haven. In addition to the Board position with Terma North America, Admiral Collins currently serves as a member of the Board of Directors of EID Passport Inc, Spatial Data Analytics Corp (SPADAC), and USIS Inc. He also serves as a Director with the Coast Guard Foundation. He currently consults in areas of national security and maritime security, safety, and environmental protection.

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Terma is a global supplier of **mission-critical solutions** for the Defense, Aerospace, and Security markets.

The company is headquartered in Denmark and has subsidiaries in the U.S., The Netherlands, Germany, Singapore, United Kingdom, United Arab Emirates, and India. Terma employs approximately 1,200 highly skilled engineers, production and administrative staff specialized within four segments:

- **Aerostructures:** Advanced composite structures and components for aircraft and helicopters
- **Space:** Mission-critical products, software, and services for space applications
- **Defense:** Self-protection systems for ships and aircraft, command and control systems for defense applications, support & services, and electronics manufacturing
- **Security & Surveillance:** radar systems, critical infrastructure protection, and wind farm solutions

