

# Scott Foster

CEO &amp; MANAGING DIRECTOR · AVAILABLE NOW

*Most industrial businesses don't have a strategy problem.  
They have an execution gap.*

Revenue grows. Activity increases. But EBITDA, cash and enterprise value don't move at the same rate. That is where I operate — as CEO and Managing Director with full accountability for performance, capital and outcomes.

**\$110M+**REVENUE  
MANAGED**25 Yrs**OPERATING  
EXPERIENCE**17×**EBIT EXIT  
(DOTMAR)**12**COUNTRIES  
OPERATED

## POSITIONING

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## MANDATE TYPES

- Full-time CEO — boards, PE firms and founders needing permanent leadership
- Managing Director, APAC — regional leadership with full P&L accountability
- CEO / Transformation mandate — performance turnaround with operational ownership
- CEO / Pre-Exit mandate — value creation and readiness ahead of exit or trade sale

## TRACK RECORD

Consistent track record of converting operational improvement into measurable EBITDA uplift and enterprise value creation.

### Polyflor APAC — Managing Director

**EBITDA from \$1.3m to \$5.2m** across 4 entities, 170 staff. Revenue grew from \$35m to \$50m through pricing discipline, product mix and operating leverage.

### Dotmar Engineering Plastics — Group General Manager

**Revenue \$38m to \$93m, 500bps gross margin improvement.** Supported acquisition integration. Participated in 17× EBIT exit under Crescent Capital.

### Plascorp — Executive General Manager

**EBIT expanded 85% in 18 months** through productivity gains, pricing discipline and commercial focus across industrial manufacturing and distribution.

### Surface Squared — Founder & Managing Director

**Inventory turns 2.3× to 6.0×.** Built, scaled and sold to private equity. Strengthened cash flow ahead of exit.