

Scott Foster

PRIVATE EQUITY OPERATING PARTNER · INDUSTRIAL PORTFOLIO COMPANIES · APAC

PE Operating Partner embedded in industrial portfolio companies during the hold period.

Focused on EBITDA growth, cash flow, working capital and enterprise value creation through to exit. Executes the value creation plan alongside the deal team — aligning pricing, margin, working capital and execution to ensure performance translates into enterprise value.

\$110M+

REVENUE
MANAGED

25 Yrs

OPERATING
EXPERIENCE

17×

EBIT EXIT
(DOTMAR)

12

COUNTRIES
OPERATED

POSITIONING

PE Operating Partner embedded in industrial manufacturing and distribution portfolio companies across Australia and APAC.

Deal teams and boards engage directly — no advisory retainer, no consulting firm, full operational accountability from day one.

Value is created during the hold period — not at deal entry.

MANDATE TYPES

- PE Operating Partner — embedded in portfolio company during hold period
- Post-Acquisition Integration — operational reset and commercial alignment after close
- Transformation CEO — EBITDA turnaround with full P&L ownership
- Pre-Exit Value Creation — EBITDA improvement and readiness ahead of exit

SECTOR FOCUS

- Industrial manufacturing & distribution
- Engineering plastics & industrial materials
- Building products & construction inputs
- Multi-site industrial operations, ANZ & APAC

TRACK RECORD

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

Dotmar Engineering Plastics — Group General Manager

17× EBIT exit multiple. Rapid operational restructure and commercial rebuild. P&L owned from day one, exited via PE trade sale under Crescent Capital.

Plascorp — Executive General Manager

85% EBIT expansion in 18 months. Fast-tracked operational transformation of an underperforming industrial distribution business.

Polyflor APAC — Managing Director

300% EBITDA growth across 4 entities, 170 staff. Rebuilt commercial model, distribution and manufacturing teams across ANZ and APAC.

Surface Squared — CEO & Founder

Inventory turns 2.3× to 6.0× in 18 months. Built, scaled and sold to private equity. Strengthened cash flow ahead of exit.