

## **Chief Executive Officer (EPC Contractor / Infrastructure Developer)**



### **Ability to integrate into the company**

Situation: Proposed the development of a new privately developed / funded general cargo port in Malaysia, but the cargo and bulk material throughput could not sustain a cash flow to pay the debt and provide an acceptable return on equity.

Action: Developed an alternative industrial estate / export zone source of revenue and convinced the State Government to co develop, in partnership, 1000 acres of property adjacent to the port.

### **Impact on the business / bottom line**

The additional revenue from the property development provided the needed cash flow to cover the deficit in building, owning and operating the port, which then was expanded in size and scope because the industrial park / export zone created additional product and raw material demand.

### **Overall contribution / achievement of objectives**

Integrated a State Government into a major project that comprised of a privately funded and built, owned and operated port in order to gain additional revenue from 1000 acres of land provided by the State which was developed into an industrial estate / export zone, allowing the total debt to be repaid and the equity to earn very favourable returns.

### **Working style**

Creating the vision of a future that we were passionate about was indispensable to achieving a very successful development, even though at the time he presented it, we didn't exactly know how to get there. When we faced problems along the way, Charles convinced us that we shouldn't abandon the vision, but just change our strategy & actions to find another way to realize the goals and objectives that were the foundation of the vision.

### **Leadership / people management skills**

Charles is an expert in cross border, multi cultural business development, strategic planning & marketing and he brought outstanding communication, negotiation, and interpersonal skills to a complex business enterprise.

### **Any other comments about the executive**

He is articulate, numerate, and lucid.....

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