

## **Chief Executive Officer (Marine Engineering Company)**



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

Situation: As CEO of a company that predominantly supplied & installed rapid installation marine facilities (mainly ports), it was evident that the business model offered little opportunity for growth and prosperity.

Action: Established a new business model to privately develop infrastructure using the companies and third party equity, bank debt, multilateral and other funding mechanisms that resulted in a multitude of income streams, including development fees, design and construction revenue, operating income and investment returns.

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

Completed multiple projects in Asia, Africa and South America with a value in excess of US\$700Million which were profitably developed using this pioneering development structure and financing model.

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

Devised and implemented a vertically integrated business model and funding structures that enabled the first Public Private Partnerships (PPP's) for the development of infrastructure in the region, which became the foundation for the company to be taken to a successful public listing, 64 times oversubscribed on the Singapore Stock Exchange (with a relatively high PE of 24, the first foreign currency listing on that Exchange).

### **Working style**

Charles brought a global business perspective and shared the value of his ability to live and work in different cultures. We found him to be a Natural leader who builds cohesive teams and fosters collaborative efforts, providing the motivation and direction to drive excellence.

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

As we faced the challenges of a static business, Charles encouraged us to consider if we needed a new mindset, a new skill set, or toolset. He made us realize that we may need to adjust our view, try a different perspective or a new way to think about the business. Then, he led us to acquire those new skills and tools to tackle the problem, resulting in a new model to drive success. This was an exciting proposition because, in the end, we did achieve significant growth and profitability.

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

Charles brought to us a history of developing comprehensive strategies and translating them into practical tactics that produced results.

Over the period, he grew in experience, stature and skill leading as an Executive & Non-Executive Director for both private and publicly listed companies

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