

MATTHEW WATERHOUSE

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EXECUTIVE SUMMARY

Over 20 years' experience in starting, growing and listing new technology companies, global corporate & project operations and top-level management consulting in SE Asia, USA and the Middle East.

- **Founded, grew and listed on the Australian Stock Exchange**, 3D Metalforge, a leading 3D printing company. The company developed new additive manufacturing (AM) processes and technology with operations in Asia and US.
- **Led operations for US\$2.8Bn global engineering company** as COO of Keppel Engineering, including operations and project turnarounds (including delivery of US\$1Bn flagship EPC project), operations improvement, cost reduction programs, project controls, risk management and contract management.
- **Top level management consulting with McKinsey & Company** leaving as Associate Principal, supporting global clients in oil & gas, infrastructure, shipping and operations improvement as well as coaching and developing senior leaders.
- **Extensive experience across SE Asia** including 20+ years in Singapore (citizen since 2015), Indonesia, Malaysia & Vietnam as well as Australia, USA and Middle East (3+ years in Qatar).

KEY SKILLS

- Building new businesses
- Planning and driving adoption of new technology
- Managing and delivering large projects
- Company and project restructuring and turnaround
- Building, leading and developing large international teams
- Managing large department and project P&Ls and schedules
- Raising funds in private and public companies including IPOs
- Working in SE Asia including Government relations
- Coaching and developing senior industry leaders

PROFESSIONAL EXPERIENCE

3D Metalforge

2015 - present

Leading global Additive Manufacturing (AM) company that supports the World's leading companies adopt 3D printing by producing as a service, critical parts, faster, more cost-effectively and with less environmental impact than conventional manufacturing.

Board Member (part time)

Feb 2023-present

Chairman

Jan 2022-Feb 2023

Founder and CEO

Jun 2015-Feb 2023

Key achievements:

- Built Global AM company with over 35,000 sq ft of manufacturing space in 2

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facilities in Singapore and 1 in Houston, Texas as well as sales, corporate, and back-office support in Australia and Manila.

- Top 3 AM player in energy, oil & gas and maritime sectors with global supply contracts with Woodside Energy, Exxon, PSA and Par Pacific refineries.
- Global customers including:
 - Energy end users such as Shell, ConocoPhillips and Chevron
 - Global engineering companies such as Flowserve, Halliburton and NOV
 - Maritime companies such as Maritime Port Authority of Singapore
- Developed, designed, commissioned, and operated the World's first dedicated maritime AM factory in Port of Singapore to deliver parts at the point of demand.
- Built end to end AM production technology including extensive engineering, 3D printing on over 60 printers, training, material advisory and quality systems.
- Developed leading quality management system, including global first 3D printing facility certified by American Bureau of Shipping.
- Raised over \$19M in financing from start up, through private raises, IPO on ASX and subsequent capital raises.
- Managed listed company compliance and investor management on ASX.
- Led and participated in R&D programs valued at over \$4M to develop 2 new world leading printers, and parameters for materials new to 3D printing.
- Speaking and panel discussions at high level conferences and exhibitions.

Keppel Infrastructure

2012-2014

\$2.8Bn division of \$10Bn listed Offshore and Infrastructure Engineering company

Executive Director, Operations (WTE, KI) 2013-14

Chief Operating Officer (KIE) 2012-13

Hired by Division Chairman and CEO to turn around high profile \$1Bn EPC and O&M waste water treatment plant and to strengthen division operations. Took over when project had significant engineering, productivity and client challenges. Result was beneficial usage available to the client within 18 months.

Key achievements:

- Deputy-Chairman of Project Steering Committee covering global EPC projects.
- Directly managed delivery of \$1Bn waste water treatment plant in Middle East.
- Achieved beneficial usage available for client within 18mths, including (e.g.)
 - Completed design with additional 3500 drawings (3x design productivity)
 - Closed over 700 priority procurement packages in 6 months
 - Completion of electrical work (incl 290km buried cables)
- Managed EPC team of 300, HQ team of 20, 35 subcontractors with >2000 workers
- Improved project productivity in multiple areas, eg. underground utility piping increased from average 30m/mth laid to over 500m/mth.
- Re-built top team with over 10 replacement department heads and new departments (expediting, engineering review, site design change).
- Implemented process for testing and handover to client and internal O&M team.
- Developed and implemented contractor acceleration programs.

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- Managed cost-to-complete process.
- Managed client and project consultants throughout turnaround, including concluding with successful visit of Country Prime Minister.
- Updating Singapore listed Board on quarterly basis.
- Exemplary safety record with over 32m man hours, 3 LTIs and 0 fatalities.

McKinsey & Company

2005 – 2012

\$10 billion revenue; one of world's largest strategy consulting firms

Associate Principal	2009-12
Engagement Manager	2007-09
Associate	2005-07

Led S.E. Asia Capital Productivity Practice and worked with client senior management through to front line production workers of multinational clients in EPC operations, shipping and shipyards targeting to increase client's project returns by at least ten times consulting fees whilst building client team skills.

Key achievements:

- Managed multiple projects across various geographies and clients, including project scoping, deliverables, and day to day team management.
- Generated new business from current and new clients.
- Developed and coached senior client executives and McKinsey team members.
- Developed new knowledge in tanker & container shipping operations, shipyard operations and EPC project turnaround.
- Overhauled risk management systems for \$15Bn Australian gas field to LNG project, focusing on upstream gas fields, transportation pipeline and LNG plants.
- Led operational improvement program for \$1Bn Mid East EPC project focusing on site productivity improvements, enhanced planning and project controls.
- Co-led capital cost reduction exercise for potential new Asian port operation.
- Identified and captured cost savings through operational improvement program in one of the largest (150+ ships) oil tanker operations globally.
- Improved tanker port operations for large SE Asian shipping line, significantly reducing turnaround time and bunkering costs.
- Developed global strategy for top-10 container line and led cost saving program leading to significant multi-year savings, including \$300m in peak season strategy.
- Reduced equipment down time on coal rail line improvement program.

Aalborg Industries

2003 – 2005

\$500 million revenue, marine and offshore power equipment and services company

Commercial Manager	2003-2005
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Key negotiator for major equipment contracts in offshore sector; concurrently responsible to the Board of Directors in Denmark as Strategic Market Advisor.

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Key achievements:

- Generated new projects including, project identification, proposals and sales for range of power equip for offshore units.
- Developed market strategies for Singapore, Japan, Korea, China, & Brazil.
- Developed relationship with EPC player leading to 4 multi-million dollar projects.
- Introduced new contracting approach to negotiations and project management.

EDUCATION

Barrister of Law, The Honourable Society of Lincoln's Inn, London 1993
LLB Honours (Upper Second), University of Liverpool, UK 1989-1992

PROFESSIONAL POSITIONS & AWARDS

Chairman, Singapore Additive Manufacturing Technical Committee	2017-present
Committee member, Advanced Manufacturing & Engineering (AME) Domain Executive Committee (EXCO) as part of the Research, Innovation and Enterprise (RIE) 2020 for the Singapore Ministry of Trade & Industry	2019-2020
20S Working Group, American Petroleum Institute	2019-present
20T Working Group, American Petroleum Institute	2021-present
Member, ASTM F42, Additive Manufacturing	2017-present
Member, ISO TC261 Additive Manufacturing	2017-present
Member, Greater Houston Partnership (Manufacturing committee)	2021-present
Standards Partners Appreciation, Enterprise Singapore	2022
Singapore contributor to Wohlers Report - 3D Printing and Additive Manufacturing State of the Industry.	2021-present

PERSONAL DETAILS AND INTERESTS

Interests Golf and Badminton
Audio equipment, in particular collectable vinyl records and equipment
African Safaris

Personal details Age: 52
Citizenship: Singapore citizen
Marital Status: Married with 2 children