

CANDIDATE INFORMATION

Name	Matthew Eberhardt
Title	President & CEO
Organization	Defense Industry Advisors, LLC
Organization Type	Consulting
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Phone	

CANDIDATE STATEMENTS

Explain how your background, training, experience and/or personal qualities support your candidacy to assume a governance position on the Executive Committee. Provide resume as a separate attachment.

Matthew Eberhardt would be an outstanding candidate to assume a governance position on the Executive Committee for the NAC Consortium Management Firm, bringing decades of relevant experience, strategic insight, and leadership excellence to the role.

As a Retired Naval Officer and accomplished executive in the defense sector, Matt combines operational expertise with a strong foundation in finance and strategic planning. His record of leading both large-scale defense operations and small-to-mid-sized manufacturing businesses demonstrates his adaptability and results-driven approach. Notably, his leadership in revitalizing a \$65 million company-growing it to \$80 million in revenue and nearly doubling profitability-illustrates his capability to drive organizational transformation and fiscal responsibility.

Matt's experience overseeing global portfolios, including a \$1 billion order base across nine locations in the missile market, speaks directly to the complexities and scale the NAC Consortium Management Firm navigates. His strategic business development skills, honed through international contract negotiations and the successful launch of multiple countermeasure products, equip him to guide collaborative innovation and commercialization within the consortium.

Matt also brings firsthand knowledge of defense manufacturing, having served as President and CEO of a machine and composite shop, and has held senior roles at GD-OTS, Marotta Controls, and Kilgore Flares. His depth of industry connections, understanding of acquisition pathways, and strategic vision make him uniquely qualified to help steer the NAC Executive Committee through both opportunity and risk in the evolving defense innovation ecosystem.

His appointment would strengthen governance oversight, deepen strategic alignment with DoD priorities, and add seasoned leadership to the consortium's management framework.

What do you see as the most significant challenge(s) facing the business type you will represent and how would you propose to address those challenges if elected?

One of the most significant challenges facing small businesses in the Department of Defense (DoD) industry is navigating the complex acquisition process while maintaining compliance with evolving regulatory, cybersecurity, and cost accounting requirements. These hurdles often limit small firms' ability to scale, access capital, and effectively transition innovative technologies into programs of record.

If elected to the Executive Committee, Matthew Eberhardt would bring a uniquely qualified perspective to help address these challenges. With deep experience leading both large defense firms and small manufacturing businesses, Matt understands the operational and strategic gaps that hinder small business growth in the defense ecosystem. He has successfully revitalized underperforming companies, negotiated multi-million-dollar contracts, and led efforts to penetrate new markets-all within the rigorous demands of the defense sector.

Matt would advocate for initiatives that simplify onboarding and reduce administrative burdens for small businesses entering the DoD supply chain. He would support efforts to expand access to non-traditional funding mechanisms, such as OTAs, while championing mentorship frameworks that connect emerging innovators with established primes and consortium partners. Leveraging his business development expertise and strong government relationships, Matt would work to ensure that small businesses have a clear, supported pathway to long-term success within the defense industrial base.

Please describe the importance of the NAC to your organization and provide a synopsis of the participation in NAC/DOTC since becoming a member (e.g., number of proposal submissions, awards, industry days and membership meeting attended).

The National Armaments Consortium (NAC) plays a critical role in advancing the mission of Defense Industry Advisors (DIA) by providing direct access to the Department of Defense's innovation and technology priorities through the DoD Ordnance Technology Consortium (DOTC). As a member of the NAC, DIA is able to engage in meaningful collaboration with industry leaders, academic institutions, and government stakeholders to shape and support next-generation defense capabilities.

Since joining the NAC, DIA has actively participated in the innovation ecosystem by responding to 11 Requests for White Papers (RWPs) across a range of technology focus areas. While we have not yet received an award, our consistent participation underscores our commitment to delivering value-added solutions to the DoD. In addition, our team regularly attends NAC industry days and membership meetings, which have been instrumental in fostering strategic relationships with both established defense contractors and emerging technology providers.

These engagements have enabled DIA to strengthen its technical offerings, expand its network, and remain at the forefront of defense innovation. The NAC is a vital conduit through which DIA continues to grow its impact, align with national defense priorities, and position itself as a trusted partner in supporting warfighter needs.

WILLINGNESS TO SERVE CERTIFICATION

Signature

A handwritten signature in black ink, appearing to read "M. A. F. O.", with a checkmark at the end.

Date

05/22/2025

Matthew (Matt) Eberhardt is a Retired Naval Officer and Executive Leader with a Master's in Business Administration, a Finance Degree, and a proven track record as a "Turn-Around Specialist" in the Defense Industry. A strong leader with excellent financial acumen, Matt took a struggling business with 8% return on sales in 2019 and nearly doubled that to 15% for 2020. In addition, the sales growth year over year was 30% with 110% increase in earnings. Prior to his P&L responsibility, Matt specialized in international and domestic business development where he successfully developed C-Level and top government relationships in over 11 countries as well as negotiated multi-million-dollar contracts. Additionally, Matt developed a corporate strategy, researched and acquired a new portfolio of 11 different countermeasure products. He then oversaw the market penetration, technical insertion, production level staffing, supply chain validation, and first sales via international – direct commercial sales.

President/CEO – Defense Industry Advisors, LLC.

July 2022 – Present

- Led a team of 16 DoD consultants and managed a portfolio of 25 clients
- Successful start up that grew to \$2M in consulting revenue in 2 years
- Significant growth of new orders for client base

Starwin Industries/ETI Tech.

Oct 2020 – July 2022

President/CEO of two operating companies in Dayton Ohio.

- P&L responsibility and Bank Covenant management for \$20M consolidated business across 2 operating units
- Successfully executed a turn around for a machine shop and composite manufacturing operations
- Doubled orders and Back Log in the first year
- Maintained DoD Facility Security Clearance compliant to NISPOM
- Reduced SG&A costs by 50% across from 2020 to 2022
- M&A Focused – Consolidated two operating units to one building
- Coordinated and installed 5 new state of the art machining centers
- Successfully generated and negotiated \$700k in grant money from JobsOhio
- Overhauled a struggling Quality department and Quality Management System

General Dynamics – OTS

2018 - 2020

General Manager/Sr. Director of Operations (President/CEO equivalent), in Healdsburg CA from October 2019 – October 2020

- P&L responsibility for \$80M Control Actuation System business unit across two locations
- Increased return on sales from 8.5% in 2019 to 15% for 2020
- Increased earnings in excess of \$10M and 110% year over year
- Increased sales 30% year over year

- Implemented employee training, awareness, and lean six sigma production measures to reduce cost of poor quality
- Improved proposal process to cut period costs resulting in higher earnings
- Proven leader of 175 employees through 2019 CA Wildfires and COVID-19

Sr. Director – Business Development (COO equivalent), 2018 - 2019

- COO/Chief of Staff for VP/GM of \$1B strategic business unit and oversaw turnaround of a \$75 Machine Shop in Anniston AL
- Responsible for \$1B in annual orders across 9 locations across the United States
 - Composites/Machining/Electronics/Warheads/Rockets/Control Actuation
- Led the successful capture pursuit of a “Franchise” US Navy contract valued at \$1.5B
- M&A coordinator for the business unit
- Implemented new and improved business development processes across 9 business units, which improved order intake by 15%
- Customer intimacy professional and excellent executive level communicator

Marotta Controls

2013 - 2017

Sr. Director of Weapons and Marine Markets

- Developed successful strategic business plan for critical submarine technology and successfully won orders with a total value of more than \$60M
- Key capture accounts in control actuation systems for a new classified Air Force program valued at over \$50M
- Strong “soft skills” including conflict management, communication, team building, decision making, with a high degree of emotional intelligence
- MBDi Certified with business development skills
- Successfully negotiated several multi-million-dollar Tier 1 contracts across the Marine and Weapons markets

Kilgore Flares

2010 - 2013

VP Sales/MKG/Director Naval Countermeasures

- Program Director for Naval Countermeasures.
- 4 years of successful International Business Development
- Successful direct commercial sales to Israel and Australia totaling more than \$10M in top line revenue or growth of 12% per year

Retired Naval Officer (COO equivalent)

1989 - 2010

Education

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| • Finance/Accounting for the Non-Financial Manager - UPENN/Wharton | 2020 |
| • Masters in Business Administration from Jacksonville University | 2005 |
| • Bachelors of Science in Finance from Jacksonville University | 2004 |
| • Certified completion of Mastering Business Development (MBDi) | 2015 |