

INTERIM MANAGEMENT

EXPERT PROFIL

WOLFGANG GILL, DIPL.-WIRTSCHAFTSINGENIEUR

* 29. März 1946, Divorced, Two Children

CEO international Machinery- Engineering and Plant-Construction

Experienced Manager with international background in the Machinery Building, Engineering and Plant-Construction- Industry.

Successful in performing Change- and Growing Processes in industrial production and engineering companies, Automotive Industry, Packaging Machinery Industry and Printing and Paper Machinery Industry.

The leadership qualities focus on analysing and controlling management-methods, Experienced Management in Group- and middle-class Companies.



EDUCATION AND QUALIFICATION

10/1969 – 03/1972 University of Karlsruhe (TH)

Diplom-Engineer (Master-Degree) Industrial Engineering

Management / Organization, Engineering, Manufacturing, Production-Methods, Automation,

03/1970 – 02/1972 REFA-Institute Darmstadt

Study REFA-Engineer for Industrial Engineering, Diplom-Engineer Machinery and Plant-Construction

Testimonials REFA I and II REFA-Eng. for Industrial Engineering

Languages German, Mother Language

English, fluently

French, fluently

Knowledge Line of Businesses

Machinery-, Engineering- and Plant Construction Industry

Automotive- and Supplier - Industry


Automation

Packaging Machinery, Printing- and Paper – Machinery Industry

OVERVIEW OF EXPERIENCE

- Management of international, multicultural companies – Special strength operational hands-on Management of companies, Production and Logistic Systems
- Restructuring, Organization- and Plant – Design, Engineering of Production-Plants
- Optimizing of Manufacturing – Removal and Consolidation of Production, Set up of manufacturing Plants
- Cost-Reduction Programs – Optimizing of Processes, Standardization (Creating Product Module Systems), Increase of Productivity, Reduction of Processing Time, Increase of Efficiency, Quality Assurance and Improvement
- Lean-Management in Production and Administration – KVP/Kaizen-Methods, Flat Hierarchy with self-sufficient Process-Cells,
- Supply-Chain-Management – Outsourcing, Outgrowing, Kanban, Implementation and Organization of contractual strategic Suppliers, Order Processing, Reduction of Stocks and Claims, Claim-Management
- Project Management / Project-Controlling / MS-Project
- Turnaround Strategies, Profit-and Liquidity Improvement – Strategies
- Controlling, Cost Accounting, Calculation und Reporting

INTERCON Ihr Partner für Interim Management, Unternehmenssteuerung, Analyse, Planung und Controlling

Mitglied im  Dachgesellschaft Deutscher Interim Manager e.V.

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Interim Management and Consulting Projects:

05 / 2009 – Heute

Leading Group of Companies in Northwest Germany for Engineering, Machinery and Steel-Manufacturing, employing the most modern machinery and technical know-how as it applies to the field of sheet metal and surface technology. Components-Supplier for international Construction Companies, Building and Construction Machinery Manufacturers, Automotive Industry and Shipyards.

Sales: 15 Mio. Euro, 150 Employees

Business Situation: The Company invested in 2007 / 2008 in a new plant for surface technology, financed by bank-credits. Through the international crises the order intake reduced by 50% end of 2008, beginning 2009.

The banks asked for a controlling and reporting system and introduction of Working-Capital-Management.

Head of Project-Team: Introduction of a self-developed Controlling- and Reporting-System, Organization of the internal process and the Reporting to the banks quarterly.

Due-Diligence-Study for new product "series of Building machineries" (Outsourcing of a large international group) and integrating the new product-line into the company.

Clients Return on Investment: Liquidity was improved. No bank-credits were necessary. The banks were satisfied.

The new product-line increased employment and order intake. The investment and first orders were paid by customers through down-payments.

Although the economic crisis continued, liquidity and profit of the group improved.

03 / 2008 – 01 / 2009

Holding-Company a Leading Engineering and Construction Company for the Automotive Industry, International Sales for Machinery and Production-Lines, Sales 83 Mio. Euro, 350 Employees

Here: Leading French Daughter Company (Paris Fr.) for Sales, Service, Engineering of Automation for the Automotive- and other Machinery - Industry in France.

Sales: 15 Mio. Euro, 36 Employees

Business Situation: The French company asked for Chapter 11 at the Parisian Commercial Court and had the status of "Period d'Obversation".

CEO: Drawing up a restructuring plan for the court and finalizing the "Period of d'Obversation", Payment to the creditors of the company as scheduled in the restructuring plan, Sale of the Shares to an investor.

Used Technology: Management Skills and Restructuring Experience

Clients Return on Investment: Turnaround to sufficient liquidity and positive results.

The main shares (80%) of the company could be sold to a new shareholder.

The old shareholder has got back his investment which covered a lot more than the costs.

06 / 2008 – 11 / 2008

**Public Company at the German Stock Market AG,
Leading German Engineering Company for Engineering and Construction of
Heavy Machinery and Plants with international Sales-, Service- and
Manufacturing-Companies, Sales of the Group 37 Mrd. Euro, 180.000 Employees,
Here: Business Unit Processing, One of the world's leading manufacturers
of machines and plants for the processing industry for Crushing and
Process Technology.**

Sales 150 Mio. Euro with international Sales-, Service- and Manufacturing-Companies in 13 countries.

Business Situation: The Group-Management decided to integrate an independent French Daughter Company into the German Business Unit Processing to realize Synergies.

Head of Project-Team:

Phase I: Analysis of the production facility, Equipment, Methods and Personal Resources.

Phase II: Work-Out of an Integration Strategy

Phase III: Implementation of the Strategy

Used Technology: Management Skills and Manufacturing Experience, Microsoft - Excel, Microsoft - Project, EPL-Systems

Clients Return on Investment: The Group-Management decided an investment of two million Euros, based on the Analysis and Integration Strategy and decided for a Manufacturing Centre for new developed machinery to secure Uniqueness and Know how and use as Service Centre for Spare parts for quick reaction.

05/ 2008 – 08 / 2008

**Leading Company for Machinery and Plants of DISTILLERY TECHNOLOGY
Engineering; Assembly and commissioning of distilleries worldwide**

Sales: 30 Mio. Euro, 65 Employees, International Sales and Service.

Business Situation: The Company and the Manufacturing Plant manufactured in the middle of a city since 150 years. The whole process was completely inefficient and costly. The business is growing, a new plant has to be engineered.

The old factory has to be relocated into the new building with complete stocks, old and new machinery.

Head of Project-Team: Designing a new modern manufacturing plant, Determine new machinery, material flow and stocks, scheduling the suppliers of new machinery, and plant equipment, building operations, erection and commissioning. Transfer the original plant into the new developed plant under full production.

Used Technology: Management Skills, Manufacturing Experience, MS-Project

Clients Return on Investment: The project was finished within three months. The relocation was carried out within the company holidays of two weeks. The investment and relocation cost remained below budget. The project and all activities were finished as scheduled.

The owner-family honoured the result with an Extra-Bonus.

10 / 2006 – 12 / 2007
with interruption
05 / 2007 – 08 / 2007

Leading Engineering Company for Screen Printing Machines
Manufacturer of Sheet-Fed Screen Printing Applications and Automatic Cylinder
Line Equipment.

Sales: 15 Mio. Euro, 35 Employees, international Sales and Service

Business Situation: The company was before international market leader in its business, but since years internationally not competitive in price and lost market share over years against one Japanese competitor, although the company saved cost and reduced the manufacturing depth and the staff extremely. The company performed losses and lack of liquidity. A new shareholder put fresh money into the company and asked for restructuring.

Head of Project-Team: Optimizing of Order-Processes and company structure. Reorganisation of Production, Operations, Purchasing and order processing. Based on the market-pressure of the international competition the main machineries and components of the printing lines are manufactured in East-Europe, China und Turkey, based on company designs. The final assembly, customization and handing over is carried out in the parent plant. For this restructuring process the depths of manufacturing has to reduced and the process of order processing, purchasing and product management has to be changed. The tools to control the process have to be developed.

Used Technology: Microsoft - Excel, Microsoft - Project, Microsoft - Access, PDM - Data-Banks

Clients Return on Investment: Reduction of Manufacturing Cost by 60%. The Sales increased by 67% the first year. The company became profitable again (ROS of 9,5%). The Liquidity improved extremely.

05 / 2007 – 09 / 2007

Public Company at the German Stock Market AG,
Leading German Engineering Company for the Steel and Non-Iron-Industry,
Manufacturing Industrial Machinery and Plants for the metal processing industry,
 International Sales, Market-Leader with a good order book.

Sales: 80 Mio. Euro, 550 Employees

Business Situation: The company is international market leader in its business, but lost Sales and market share. Orders were lost for price reasons. The manufacturing cost were to high, because of the location of the manufacturing plant and processes.

Head of Project-Team: Optimizing of Order-Processes and company structure. Reorganisation of Production, Operations, Purchasing and order processing. Based on the market-pressure of the international competition the main machineries and components have been standardized in Machinery and Components (Options) and have to be outsourced to strong and specialized Partners as manufacturer with long-term Call Contracts.

The final assembly, customization and handing over is carried out in the own plant to guaranty quality and machine functions.

For this restructuring process the depths of manufacturing had to be reduced and the process of order processing, purchasing and product management had to be changed to contractual suppliers (Outgrowing Partner).

The tools to control the process have to be developed.

Used Technology: Microsoft - Excel, Microsoft - Project, Microsoft - Access, PDM - Data-Banks, EPL-Systems, Methods to control efficiency.

Clients Return on Investment: The manufacturing costs were reduced by 20%, Sales and Liquidity could be increased by 37% (ROS of 3,7%) in the first year.

- 10 / 2006 – 05 / 2007** **Leading French Company (Paris Fr.) for Sales, Service, Engineering of Welding- and Assembly-Lines for the Automotive-Industry in France.**
Sales: 4 Mio. Euro, 8 Employees
Business Situation: The Management of the company was chaotic. The company was not profitable, lack of business transparency. Liabilities of suppliers and the mother company were not paid.
CEO: Operational Management and Controlling, Cash of Receivables, Order Processing, Payments to suppliers, contractors and Mother-Company,
Used Technology: Management Skills
Clients Return on Investment: The orders of costumers with claims were completed. The liquidity of the company became very good, but the liabilities of the German mother company could not paid by regulations of French law.
- 01 / 2005 – 05 / 2006** **Leading Engineering and Construction Company for the Automotive-Industry, Index Drives, Transformers, Welding- and Assembly-Lines, mainly for the Automotive-Industry,**
Sales: 100 -83 Mio. Euro, 592 -350 Employees, eight international Daughter-Companies
Business Situation: The company belonged to a PE-Investors and was sold to another group of PE-Investors. End of the year 2004 a big loss was realized, so that the banks froze the bank-limits. The group was just before insolvency.
CEO for the Group and the Mother-Company :
Company-, Product- and Market-Analysis, New Company-Structure for the international Group, Restructuring-Concept and Change-Management for the whole Group, the Mother-Company and individual Daughter-Companies,
Use of pragmatically restructuring-tools for short-term changes in Sales, Organization, Controlling, Staff, Production, Engineering and Development.
Used Technology: Planning- and Controlling-Tools for simulation, planning and reporting, Profit-Centre und Business-Analysis, Transfer- und Employment-Companies, Transfer-Measurements, ERP-System: ProAlpha, CAD-Systems: Pro-Engineer / Catia
Clients Return on Investment: The whole group worldwide was restructured. Reduction of the staff by 40%. The mother company was profitable after the first year of restructuring (ROS of 3,9%). The banks extended the bank-limits and prolonged the limits for another year.
- 10 / 2004 – 02 / 2005** **Leading Manufacturer of Battery Charger, for private and industrial Application, international Sales, Trade and Automotive-Supplier**
Sales: 15 Mio. Euro, 90 Employees
Business Situation: The company was bankrupt and together with an Auditor-Company, the company of the client had to restructured to find an investor. We found out that the company was in bankruptcy since months already.
Head of Project-Team: Company-, Product- and Market-Analysis,
New company structure, Restructuring out of insolvency for M&A – Shareholder.
Used Technology: Employment- und Transfer- Company, Planning and Controlling Tools for Simulation optimized Company-Structure
Clients Return on Investment: With the new company concept an investor was found and the company survived.

- 01 / 2004 – 06 / 2004** **Company for Engineering and Construction of Laser-Technique, Industrial Laser-Writer and Show-Laser**
Sales: 1,5 Mio. Euro, 8 Employees
Business Situation: The owner wanted to sell his company.
Head of Project-Team: Company- Product- u. Market - Analysis,
New Company Structure – Sale of the Company because of retirement age of the owner
Used Technology: Planning-Tools
Clients Return on Investment: Restructuring of a new company profile and Sale to a new owner.
- 05 / 2004 – 04 / 2005** **Company for Engineering and Construction of Fire engines and special trucks**
Sales: 22 Mio. Euro, 98 Employees, two daughter-companies
Head of Project-Team: Innovations-Analysis, Fire engines and Equipment, fire pumps.
Work out of European Incentive measures and development funds
Clients Return on Investment: Getting development funds from EU and German Government.
- 06 / 2003 – 09 / 2003** **Company for Engineering and Construction of Packaging Machinery for paper, role, disks**
Sales: 8 Mio. Euro, 43 Employees, International Agencies
Business Situation: The owner, head of Technique and Sales died. The widow and the family tried to run the company without success. The son of the owner was not interested in continuing the company.
Head of Project-Team: Company Analysis, Reorganization of Order Processing of turn key projects, Product selection, Reorganization of Marketing und Sales-Organization - Sale of the Company
Clients Return on Investment: Business-Coaching of the family. Sale to a new owner.
- 03/ 2003 – 06 / 2003** **Company for Engineering and Construction of Packaging Machinery for film, paper, carton, robot and palletizing solutions, tube bag machines, shrink tunnel,**
Sales: 11 Mio. Euro, 100 Employees, International Agencies
Business Situation: The company belonged to a PE-Investor and went bankrupt by lack of liquidity and debt overload.
Head of Project-Team: Restructuring of the Company, staff reduction, redevelopment of the product range, target markets und sales organization - Restructuring for a new shareholder
Clients Return on Investment: Reorganization with the a new company profile and Sale to a new owner.

10 / 2002 – 09/ 2003

Company for Automation-Processes, Line- and Sorting Systems for goods, for the Packaging Industry and Assembly-Automation

Sales: 1,5 Mio. Euro, 18 Employees, International Agencies

Business Situation: The owner, the head of technique and sales, died. The widow tried to run the company without success. Managers left the company.

Head of Project-Team: Restructuring of Production, Order Processing and Sales-Organization – Sale of the Company

Clients Return on Investment: Business-Coaching of the widow and Sale of the Company to a new owner.

10 / 1995 – 12 / 1996

Leading Manufacturer of Printing Machines, Folder, Assembling - and Gathering-Machines

CEO Restructuring: of all Company-Divisions of the Group.

Restructuring for M&A - Investor

Sales 150 -34 Mio. Euro, 580 -150 Employees, thirteen international Subsidiaries and Agencies

Business Situation: Leading Group of the Printing Machinery Industry of the former RGW-States, but inefficient, old technology in manufacturing and products.

Clients Return on Investment: Rebuild of a new Machinery Plant on a "green field" for the mother company (new buildings, manufacturing technique, automatic stock, IT-Systems MIS, CAD, shop floor control, BDE.)

Reduction of the staff from 3.600 employees to 750 employees in the new factory.

BUSINESS EXPERIENCE AND SUCCESS

- 03/1972 – 12/1976** **ITT /SEL Group Europe, Nürnberg, Electrical- / Electronic- Components**
Head of Operations-Analyst Marketing, Sales, Production, Head of Strategic Marketing
 Directly responsible for 4 engineers
 Managing and Controlling of subsidiaries in the German speaking part of Europe.
 Evaluation and Installation of new regional and nationwide sales organizations,
 Change from self balancing companies to self operating subsidiaries.
 ITT-Norm based Reorganization and Integration of new ITT-Acquisitions,
 Reorganization of a Battery-Motor-Plant together with an American expert
- 01/1977 – 12/1979** **Agfa-Gevaert/ Bayer AG, Leverkusen, Chemical Industry**
Head of Product Planning and head of the Production Planning Department
 Directly responsible for 16 engineers
 Production-Planning for the branches of chemicals, films, paper and magnetic tapes and all German Plants.
 Central control and scheduling for the production branches including materials.
- 01/1980 – 09/1984** **Allen Group International, Offenbach, Plant Engineering and Construction**
Vice-President Europe machines and engineering / (CEO / Division)
 Directly responsible for 360 employees, total number of employees of the Comp.: 850
 Responsible for a 36.00 Million EURO budget, total turnover 95.00 million EURO
 Head of plant engineering and construction of subsidiaries as Managing Director
 Later on as Group CEO Plant-Construction-Division and Engineering for Explosive Fuel-Plants.
- 10/1984 – 09/1992** **Keller-Group, Ibbenbüren, International Machinery and Plant Engineering**
Building-Material-Machinery and Plant-, Automation and Packaging - Industry
International Plant Engineering and Construction for the Heavy Clay Industry.
 five Daughter-Companies, thereof two in USA and Canada
Managing Director / (CEO) / Shareholder
 Directly responsible for 780 employees, total number of employees: 780
 Responsible for a 90.00 Million EURO budget, total turnover 90.00 million EURO
 International Sales (including customer responsibility for Key-Accounts and new markets)
 Plant Design and Engineering
 Manufacturing of Machinery, Plant Erection on site and Commissioning of Turnkey Plants
 Finance Management, Controlling and Commercial Administration of the company
 Engineering, Manufacturing and Supply, Assembly and Handing over of Turnkey-Production-Plants worldwide

- 10/1992 – 09/1995** **ROVEMA GmbH, Gießen, Worldwide leading company for bag forming, filling and sealing machines, cartoner and packaging machinery**
Eleven international Daughter-Companies, thereof two USA, GB, IT, A, SP, Japan
Group Managing Director for Sales and Technical Dep., Controlling and Finance
Directly responsible for 400 employees.
Sales 50.00 million EUROS, consolidated
Product-Development
International Sales (including customer responsibility for Key-Accounts and new markets)
Engineering of Packaging Machinery and Plants
Manufacturing of Machinery and Commissioning
Finance-Management
Commercial Administration
Erection of a Production- and Assembly-Plant for Packaging- Machinery
"Made in USA" in Atlanta, Georgia
- 10/1996 – 09/2002** **Ostfriesische Maschinenbau AG, Emden, Machinery and Plants for Concrete Building Materials, International plant engineering and construction**

Chairman of the board (CEO)

Directly responsible for 260 employees, total number of employees 260.
Responsible for a 40.00 Million EURO budget, total turnover 40.00 million EURO
International Sales (incl. customer responsibility for Key-Accounts and new markets)
Plant Design and Engineering
Manufacturing of Machinery, Plant Erection on site and Commissioning of Turnkey Plants
Controlling, Finance - Management, Organization of the company,
Commercial Administration
Engineering and Production
Erection of Machinery Production-Plants in Germany
Engineering, Manufacturing and Supply, Assembly and Handing over of Turnkey-Production-Plants worldwide
- 10/2002 – Today** **INTERCON GmbH, Ibbenbüren, Consulting / Interim Management**
CEO / Owner/Shareholder
Interim Management,
Top Level Management Consulting
Potential Analysis, Risk-, Structure- Product- and Market-Analysis
Controlling, Business- Sales- and Production- Controlling
Finance-Management, Cash-Management,
Restructuring, Change Management
M&A - Integration
Assumption of General Management Assignments, Bridging of Vacancies,
CEO / CFO / CRO / CSO and Board-Member