

DIPL.-ING. WERNER HUBER

FOOD TECHNICIAN



59, married, three adult children

Resilient Food Technician and master butcher, trained in economics, with a focus in cost and quality awareness, customer and service orientation and social skills in dealing with customers, employees and service providers.

Solution-oriented technical manager with leadership qualities, a hands-on mentality and role model function, with 17 years of experience at **Nestlé** and 18 years at various SMEs in the food industry (e.g. meat production and processing, bakery products, chilled delicatessen, beverages, canned fruits, ready-to-serve products, baby food)

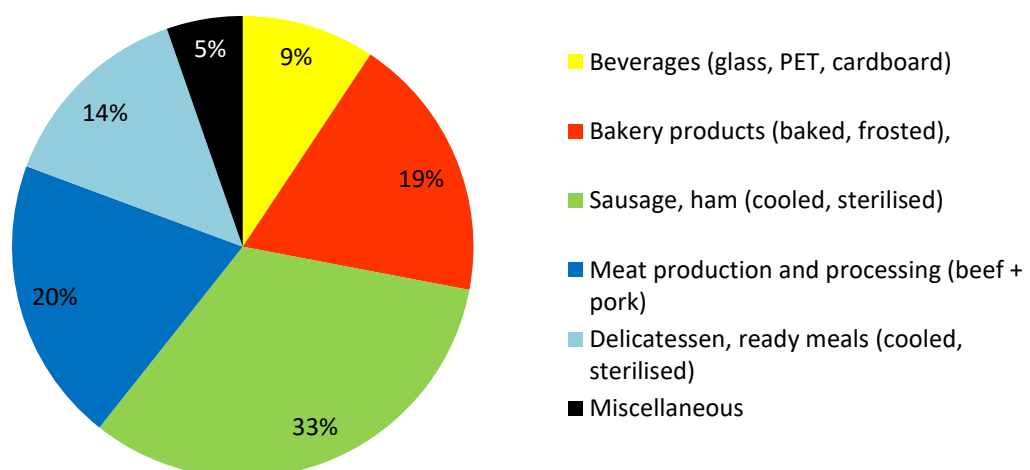
Professional Career

Since Jan 2008 – Interim Manager at the Factory Manager and Managing Director level
at medium-sized companies in the food and beverages industry
Reporting line: Shareholders, Managing Directors
150 to > 700 employees, 5 – 9 direct reports, € 30 to > € 500 million turnover
especially in the areas of meat production and processing, beverages, deep-frozen bakery products, dairy products, convenience products, chilled delicatessen, baby food.

My Core Competencies

- Responsible, sustainable corporate management of production sites with up-to-date KPIs
- budget responsibility for purchasing, production, packaging, technology, quality assurance, logistics and administration
- on-time production of safe foods in accordance to customer requirements
- sustainable handling of resources
- identify of costs within the entire supply chain and increasing the efficiency of operational processes with LEAN and CIP methods
- linking production and maintenance – and producing without losses as a result
- reducing downtimes and maintenance costs with OEE (overall equipment efficiency)
- planning, calculating (ROI) and implementing necessary investments
- initiation and implementation of new savings projects with change management tools
- consistent, performance-oriented and motivating employee management
- coaching and further development of suitable employees
- production of analogies, transfer of know-how
- decision-making and implementation strengths
- authentic demeanour with role model function
- hands-on mentality

Work areas over the last 12 years



Important interim projects:

Apr 2024- Feb 2025	Manufacturer of nutritional supplements Consulting Production and Supply Chain Management approx. 150 employees, approx. € 100 million turnover <u>Tasks and results:</u> The main tasks are to increase the production capacity, to reduce out-of-stock situations and to increase the service level. Based on new commercial forecasts the production output will be increased by 68 % within the second half of this year. An existing heat treatment process was revised and put into operation. A new modern filling line will be selected and purchased. A photovoltaic installation is currently being planned to reduce electricity costs and the carbon footprint.
July – Aug 2023	Manufacturer of sterilized canned and tray-packaged pet food Production Manager approx. 450 employees, approx. € 300 million turnover <u>Tasks and results:</u> Main tasks included improving the OEEs of production lines, some of which were running at less than 50% of installed capacity. Additionally, the aim was to make production more consistent and reduce unplanned disruptions despite a shortage of skilled workers. Corrective actions had been implemented without a real coordination. After analysing the weaknesses, the main drivers of disruptions were largely eliminated, tested standards were password-protected and implemented. With the improved performance of the facilities with an OEE now between 65 – 75%, the motivation of the employees has also significantly improved. For further efficiency improvement, maintenance needs to be reinforced, and appreciation for the employees needs to be increased.
Feb – Apr 2023	Manufacturer of frozen bakery products Consulting on production relocation approx. 150 employees, € 50 million turnover <u>Tasks and results:</u> Due to limited expansion possibilities, high personnel costs, and a shortage of skilled workers, a relocation of the site is sought. Checking the conditions of various locations in West Germany and the new federal states regarding taking over existing production buildings vs. new construction, logistical environment, personnel situation, and long-term costs.
Nov – Dec 2022	Manufacturer of frozen bakery and meat products and ready meals Consulting in production planning and material management approx. 250 employees, turnover 65 million €, > 100 stores in the entire trade company <u>Tasks and results:</u> Production planning and material management are to be harmonized, and suitable processes for implementation for a new ERP solution are to be developed. After getting to know the organization, the work was postponed in consultation with the plant management. Adjustments within the company organization with significantly greater added value for the entire company are prioritized.

Mar – Sept 2022	Manufacturer of chilled delicatessen products Managing Director and Plant Manager approx. 160 employees, turnover approx. 80 million €, 2-shift operation <u>Tasks and results:</u> Due to the burnout of the managing director and the release of the plant manager, I was asked to take over the vacancy bridging as a registered managing director and plant manager. Development and implementation of measures for a significant improvement in results (turnaround). Increase in delivery reliability and improvement of other key figures related to personnel and raw material usage. Introduction of a new ERP system to replace outdated Navision software. Significant reduction in the temporary employment rate and overtime of permanent staff.
June – Aug 2021	European Manufacturer of Frozen Bakery Products Professional advice of QA- and QM Department > 1,000 employees, multiple locations in Germany, turnover >1 billion € <u>Tasks and Results:</u> Development and implementation of a concept to improve results in the central quality management and quality assurance department with >50 employees. Significant streamlining of internal processes. Development of implementation foundations for an integrated PLM/QA software with an expected 40% lower personnel costs while simultaneously increasing service quality and customer satisfaction.
Sep 2020 – May 2021	Start-Up in the Foodservice Sector Professional advice and support <u>Tasts and results:</u> Technical advice in the start-up phase, revision and refinement of the business plan, discussions with authorities, determination of operational structures, definition of services, acquisition of potential customers
Mar – Aug 2020	Producer of Fruit Preserves Factory Manager approx. 250 employees, turnover > € 80 million, Group subsidiary <u>Tasts and results:</u> Provision of technical and organisational advice to the management support for production management, continuation of cost-saving projects, conducted a weaknesses analysis, and proposed improvements. Implementation of necessary COVID-19 measures since March 2020.
Nov – Dec 2019	Meat Production Company Consulting approx. 400 employees, turnover > € 120 million, several locations <u>Tasks and results:</u> Reduction of production losses by 2% and increase in the yield, harmonisation of shop floor processes at several locations
Feb – July 2019	Premium Producer of Beverages (non-alcoholic) Production Manager approx. 650 employees, turnover > € 250 million, 3-shift operation (24/6) <u>Tasks and results:</u> Technical and organisational management of production to bridge a vacancy, 7 filling lines (glass returnable, PET returnable and disposable), support for extensive investment projects (aseptic filling lines, automatic high-bay warehouse, intra-logistics), initiation of cost savings with lean projects, audit support

Sep – Dec 2018	Producer of Meat Products Plant Manager approx. 180 employees, turnover approx. € 60 million, partial 2-shift operation <u>Tasks and results:</u> Technical and organisational management of the company to bridge a vacancy, continuation of the CIP projects, initiation of cost savings in packaging, improvement of the packaging processes
June – Sep 2018	Producer of Bakery Products Specialist advice on production and administrative processes approx. 500 employees, 2 locations, turnover approx. € 120 million, 2-shift operation <u>Tasks and results:</u> Technical and organisational consulting for the entire supply chain from purchasing to the customer, preparation of meaningful documentation in the areas of production and quality assurance, networking of production controlling, improvement of personnel requirements planning, reduction of process losses
Jan – May 2018	Producer of Meat Products Support for the Packaging Manager approx. 500 employees, turnover approx. € 140 million, 2-shift operation <u>Tasks and results:</u> Weak-point analysis of the Packaging Department, drafting of structural and organisational improvement proposals, planning of improved technical support for the packaging plants, partial implementation monitoring
Nov 2017 - Jan 2018	Confectionery Producer Optimisation of the production and administrative processes approx. 300 employees, 2-shift operation <u>Tasks and results:</u> Implementation of a high-performance Controlling system in the plant, review and adaptation of the KPIs, training in the handling of KPI deviations
Aug – Oct 2017	Producer of Bakery Products Support for production & technology approx. 500 employees, turnover approx. €130 million, 3-shift operation <u>Tasks and results:</u> Improving the efficiency of individual abnormal production processes, revision of the production programme and optimisation of production control with other group sites and training of a suitable production employee in order to continue the process optimisations
July 16 – June 2017	Slaughter, Cutting and Packaging Plant Managing Director – Production & Maintenance Reporting line: Board of Directors Line of business: Meat production and processing > 700 employees + 1.500 contract workers, turnover > € 800 million, worldwide exports <u>Main tasks and results:</u> The performance of the production departments was unsatisfactory and fluctuated to a large extent. Reduction in the reaction times in the case of malfunctions and downtimes, as well as improvement of machine availability (10 - 15%) and

productivity. Reduction of the environmental & resource costs to approx. 60% of the value budgeted in 2017 Expansion of a new cost-cutting programme with savings of approx. €2 million in the first full financial year. Improvement in the returns rate by approx. 30% compared to the previous year.

July 2014 – Mar 2016 Medium-Sized Manufacturer of Deep-Frozen Bakery Products

Director and Site Manager

Reporting line: Managing Partners

Line of business: Dough pieces, some of them pre-baked, deep-frozen
180 employees, turnover € 30 million, 3-shift operation, worldwide exports

Main tasks and results:

Vacancy bridging after the Site Manager suffered a heart attack and short-term assumption of responsibility for the factory, production management, technical management and logistics. Up to 19% higher output on existing lines through faster cycle times, elimination of bottlenecks on a production line. 50% faster loading of trucks through optimisation of the automatic frozen food warehouse. 15% improvement in machine availability through the preventive ordering of spare parts and maintenance, as well as significantly shorter downtimes. 8% lower personnel costs by adjusting the number of employees on the lines to actual requirements and 42% less overtime within 12 months. Planning and implementation of an extension building for three additional lines, training and coaching of a new Management Team consisting of Production Management, Technical Management, Logistics Management and QA Management

Nov 13 – June 2014 Medium-Sized Producer of Beverages

IFS-BRC-QM Consulting

Reporting line: Managing Director

Line of business: Juices in Tetra Pak and SIG Combibloc,
150 employees, 5 QA employees, IFS Food Vers. 6

Tasks and results:

Complete revision of the QM system in accordance with the current IFS Food Standard and full implementation within the company; implementation of permanent quality assurance by the line employees, creation and introduction of improved documentation for production management and control and reduction of downtimes through the introduction of environment & resource documentation

July 2012 – Oct 2013 Group-Independent Slaughter and Cutting Plant

General Manager

Reporting line: Managing Partner

Line of business: Slaughter, cutting, packaging
150 employees, turnover € 80 million, high share of exports (ES, FR, GR)

Main tasks and results:

Vacancy bridging after serious illness of the Plant Manager. Approx. 6% lower variable costs in the plant after 9 months and 40% savings by switching to cold disinfection during the slaughtering process. Significant cost reductions with respect to external services (up to 40%) and auxiliary and operating materials (up to 15%)
20% fewer accidents at work compared to the previous year due to consistent adherence to the company's accident prevention policy.

Oct 11 – June 2012 Medium-Sized Delicatessen Manufacturer

Project Manager for Process Automation

Reporting line: Management

Line of business: chilled salads, pasteurised sauces
220 employees, 3 locations

Tasks and results:

Support for the management in implementing process optimisations and improving almost all key performance indicators (KPIs) at the main site compared to the same period

of the previous year. Approx. 10% higher performance per employee through motivational leadership and employee training. Increase in customer satisfaction through the introduction of the systematic recording of all customer complaints and their evaluation according to cause, number, quantity affected, department responsible, costs caused, trend, etc.

June – Sep 2011

Manufacturer of Convenience Products, Self-Service Cold Cuts

Deputy Plant Manager

Reporting line: Management

Line of business: Grilled products, self-service ham, self-service sausage cold cuts

350 employees, turnover € 35 million

Tasks and results:

Temporary stand-in for the Plant Manager due to external obligations. Takeover of current product developments in compliance with the investment framework, the costing specifications and introduction timings, as well as continuation of the existing CIP projects: 4.5% improved yield in the production of boiled ham and 2.5% lower losses in the slicing of high-quality cold cut products

Mar 2010 – May 2011

Manufacturer of Self-service Sausage & Self-Service Ham Products

Factory Manager and Authorised Signatory

Reporting line: Management

Line of business: self-service sausage products, self-service bratwurst, self-service boiled ham

300 employees, turnover €80 m.

Main tasks and results:

Bridging of vacancies until the desired successor is available. Approx. 10% lower variable costs after 12 months compared to the budgeted amount and 20% higher production due to licensed manufacturing for a corporate group. 30% longer shelf life through the introduction of a clean room concept in the field of packaging. Temporary leave of absence of approximately 4% of industrial employees with excessive absenteeism. Introduction of meaningful KPIs to inform and motivate employees.

July 09 – Feb 2010

Medium-Sized Producer of Meat Products

Plant Manager

Reporting line: Management

Line of business: Sausage and ham products

< 100 employees on site

Tasks and results:

Closure of a site (shutdown) after the distribution of the individual products to more efficient sites according to economic, organisational and process-related aspects

Feb 08 – June 2009

Producer of Tinned Sausages and Ready Meals

Plant Manager

Reporting line: Managing Partners

150 employees, turnover €20 m.

Main tasks and results:

Take-over of the management of the plant and setting up of a new management team for production operations. Approx. 20% improvement in productivity by combining individual recipes, harmonising manufacturing and packaging processes and introducing fat standardisation. In addition, the sickness rate was reduced from 14% to 4% by agreement with the works council.

- Aug 05 – Dec 2007 Nestlé Nutrition, Vevey (Switzerland)**
European Quality & Safety Specialist Baby Food
 Reporting line: Head of Quality Zone Europe
 Line of business: Baby Meals & Drinks and Infant Cereals
Main tasks and results:
 Provision of advice to the Marketing Department, R&D Project Managers and plants on the introduction of new products with respect to process technology, product quality and safety, as well as investments, raw material and manufacturing costs Auditing of the Nestlé baby food factories, the contract manufacturers and sensitive raw material suppliers, as well as monitoring of the corrective measures introduced. Establishment of a QM network and initiation of the permanent transfer of know-how between the QM centres in Europe Reduction of the complaint rate by an average of 25% p. a. – among other things by optimising foreign object checks
- Nov 00 – July 2005 Nestlé Alete GmbH, Munich and Frankfurt**
Technical Advisor Co-manufacturing Baby Food
 Reporting line: Head of Department,
 Line of business: baby food, juices, drinks, cereals, bars
Main tasks and results:
 Manufacturing cost savings of 20% by relocating 12,000 t of co-packer production to in-house production. Doubling of drinks production through the use of new packaging concepts (PET, Tetra Pak, SIG combibloc and combifit. Significant participation in the development and industrialisation of long-life fruit yoghurts and desserts for babies.
- Jan 90 – Oct 2000 Nestlé Deutschland AG, Frankfurt am Main**
Technical Project Coordinator
 Reporting line: Head of Department, Management
 Line of business: Maggi and food service products
Main tasks and results:
 Central contact person for purchasing, marketing, sales, R&D centres, plants, quality management and the technical functions at corporate headquarters. Technological planning and commissioning of a new production line (approx. €18 million investment), savings of approx. €8 million p.a. Development and establishment of a ready-to-eat frozen food range under the Maggi brand with production facilities in Europe – turnover approx. €50 million. Continuous value analyses of all major Maggi products (raw materials, recipes, packaging materials and processes).
- Jan – Dec 1989 The Huber Company, Katzenelnbogen (parents' business)**
Plant Manager, Authorised Signatory
- Jan 1987 – Dec 1988 Wulff Fleischwaren GmbH, Telgte**
Plant Manager
- Apr 1984 – Dec 1986 Hochwald Nahrungsmittelwerke GmbH, Thalfang meat plant**
Head of Product Development, Packaging and Quality Assurance
- Aug 1982 – Mar 1984 Huber Butcher's Shop, Katzenelnbogen (parents' business)**
Production Manager

Education and Studies

- Oct 1978 – Jul 1982** **OWL University of Applied Sciences and Arts, Lemgo**
Food technology studies with the focus on meat technology
Subsidiary subjects: Economics, Business Administration, Marketing, Operations Research
- 1980** **Heyne School for Butchers, Frankfurt**
Master Craftsman's Certificate
- 1978** **Specialist Secondary School for Nutrition & Home Economics, Cologne**
Qualification: University of Applied Sciences Entrance Qualification

Further Education and Trainings (Extract)

- Agile project management (Scrum, Jira)
- LEAN Management (5S, CIP)
- Appreciative communication
- Rights and duties of the Managing Director
- Motivation with work-life balance
- Leadership skills for experienced executives
- SCM – Methods for increasing added value
- Controlling for Non-Controllers
- CIP - Continuous improvement processes
- CM - Change Management



Anzing, April 2025

Werner Huber