

ALBRECHT FIEDLER

Im Alten Feld 21a
51429 Bergisch Gladbach
Telephone: +49 2204 69486
Mobile: +49 172 79 66 000
www.Albrecht-Fiedler.de

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Albrecht Fiedler

PERSONAL DATA

Name	Albrecht Fiedler
Year of birth/Age	1955
Nationality	German
Family status	Married
Degree	Diploma in Industrial Engineering Diploma in Production Technics

PROFESSIONAL EXPERIENCE – OVERVIEW

Interim Manager

Potential areas of application as an interim manager

- Interim CEO / Managing Director
- Interim CRO (operational and in bankruptcy)
- Interim Plant Manager
- Interim Head of Project Management
- Interim Head of Finance & Accounting
- Vertical integration of supply chain processes
- Certification management: ISO 9001, ISO16949, ISO 14001, OHSAS 18001, GFSI, HAACP, FSMA

FURTHER DOCUMENTS

Webpage: <http://www.albrecht-fiedler.de/download-center/>

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PROFESSIONAL EXPERIENCE - DETAILED INFORMATION

Sep. 1994 – today

Interim Manager

Selected projects:

Jan. 2011 - today

ONLY between two project orders, I'll acquire orders of plant relocations on behalf and on account for AIM-Plan / Berlin preferably in the USMCA area (ex NAFTA)

AIM-Plan Alejandro Dario Tovar Simoncic GbR, Berlin

- An interim project manager of the AIM-Plan designs, plans, locates and builds new factories as a multi-project manager on behalf of customers, or rebuilds leased factory buildings and installs the required production equipment resp. operating resources in the former NAFTA or MERCOSUR area.

The AIM-Plan takes over the project and process responsibility in globalization projects as project manager, and generally also the responsibility as managing director up to the SOP, including the required ISO certifications.

Consequently, I usually work as an interim project manager; between two projects, however, as an AIM sales representative and I acquire mainly new relocation projects from Europe to Mexico or to the USA.

Interim Sales Manager between two projects

Functions and main achievements:

- The result so far is that I received nine project inquiries and one interim assignment in Q4/2017 as well in Q3/2019 (in that case an order from a supplier of electronic components in Aguascalientes/Mexico).
- My focus in the acquisition is mainly in mechanical and plant engineering, automotive supply industry, and metalworking industrial companies

from 01/2021 - 07/2021

Business start-up of the Drs. med. vet. Silke and Maike Fiedler in the area "Veterinary clinic for soft tissue surgery and bone surgery in Cologne"

- **Functions and main achievements:**
Consultant on taking over a surgical referral clinic.
- **TASKS:**
Economic transaction advice (due diligence, financial planning, investment planning, etc.) as a mentor when taking over a partial stake in a company. Company size approx. 35 employees.

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Nov. 2019 – Dec. 2020

WKW Group & Co. KG / Wuppertal, Erbslöh Aluminium AG /Velbert

Functions and main achievements:

- Interim project manager for the closure of the Banfe plant
- **Task description:** The business areas at the Banfe plant extend to aluminum trim parts, vehicle rails, aluminum extrusion and plastic extrusion. All WKW German production sites should be restructured. With around 230 employees, an annual sale of approximately EUR 50 million was achieved in Banfe.
- In this context, extensive measures were required at the factory:
Relocation of the production lines (capacities relocation), personnel adjustment (staff cuts / personnel takeover), complete.
- **Goal:** Complete plant closure by four quarters of 2020 at the latest.
- From 11/2019 to 09/2020, the shutdown was planned in detail for the site to be closed, as well as for the four plants to take over the 49 machines, the technical equipment, installations and devices. The project planning included all central functions, factory departments and the external relocation company of the production systems.
- This included negotiations on the reconciliation of interests and the social plan. Due to the Corona crisis, the project was interrupted and postponed for a year.
- Industrial branch: automotive supply industry

Feb. 2019 – Oct. 2019

ETO MAGNETIC GmbH, Stockach, BW/Germany

- The company was founded in 2016 as a branch of a globally working medium-sized corporate group in Mexico and works for the automotive industry in the USMCA area in the field of valves, actuators, sensors and complete modules. The former general manager was released with immediate effect. Up to the employment of my successor the productivity should be improved from 34% to > 80% in the group comparison.
- Furthermore, the working atmosphere, the communication, the team lean work and the (in-) formal exchange of experiences between the locations of the group should be improved and lived within a short time. The new plant manager had to be trained.

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Interim General Manager, CRO in S.L.P./MX

Functions and main achievements:

- I was able to increase the productivity to over 71%. The QS rate fell from 12% below the target of 2%. Personnel exchanges have (new employees) significantly raised the level of education and the level of quality. The average salaries were increased to above the average payment in S.L.P. and thereby reduced the fluctuation.

Oct. 2018 – Mar. 2019

Further education on own account

- Seminar in Q1 / 2019: "Project Management" Qualification and certification by the Certification Body of the GPM (4 weeks),
- Seminar in Q1 / 2019: "SAP Quality Management" SAP - Quality Management / SAP01, PLM400, PLM 412, PLM 420 (4 weeks),
- Further education in Q4 / 2018: Cross-border restructuring at the University of Applied Sciences Kufstein / Tyrol

Oct. 2017 – Sep. 2018
(temporarily as needed)

Shenandoah Growers Inc., Sherman, TX/USA

Shenandoah Growers Inc. was founded in 1989 as a herbal farm. Twenty-five years later, it has grown into one of the leading providers of fresh herbs in the US with 350 employees (including seasonal workers); they have an annual turnover of 63 Mio. USD as the national food industry is experiencing a rapid demand for herbs and botanical flavors.

Interim Consultant for Logistics / Supply Chain Management

Functions and main achievements:

- The central functions of the Shenandoah Growers Inc. are located in Harrisonburg, VA. The production facilities are in Atlanta, GA; Duvall, WA; Harrisonburg, VA; Indianapolis, IN; Rice, TX; Shelbyville, MI; Dallas, TX; Sherman, TX.
- As a supply chain consultant I was involved with my colleague of the AIM-Plan / A. Tovar in the "The Sustainable Herbs Project".
- My target task was the processing and distribution center in Sherman, TX, where about 30 million plants are planted, groomed, potted and shipped.

- Key figures, critical influencing factors and similar framework of the herbs supply chain of the trade sector were defined, developed and tested in order to develop the optimal logistics network (SCM) for Sherman in consultation with the group.
- Conclusion: The planned growth targets are not reflected in the existing structures. A new production- and logistic structure has been developed. For the global brands, anchor points (distribution centers) have been set up on the East Coast.

May 2016 – Aug. 2017

ART Antriebs- und Regeltechnik GmbH, Hockenheim

Leading producer and distributor of control cabinets in Europe, 530 employees / 61 m USD companywide sales, 120 employees / 31 m EUR revenue in Germany

Interim Managing Director

Functions and main achievements:

- Starting from 05.2016 as an interim managing director to reposition the existing customer business of the group with more than 500 employees and 60 m EUR turnover. The goal was the turnaround and reorientation.
- I took over the sole management of the European headquarters with the central functions engineering, design, supply chain management, materials management, production, strategic purchasing, accounting, and costing. The competence in the product areas of cabling technology, enclosure technology, control and switch cabinet construction as well as mechatronics enables the implementation of holistic system solutions and projects of the international group customers as well as individual assemblies and components from a single source.
- Sales increased by 10.2%. Negative result sank by approx. 550 K EUR to a "black zero". Introduction and consistent control of numerous projects of the different classical functional areas: sales, technology, design, national and international production, QA / QM, SCM, finance and accounting
- Industry: Automotive supply industry, machine tool and plant construction, mechanical engineering, printing industry, energy and environmental technology, transportation and traffic.

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Sep. 2015 – Mar. 2016

Jungenthal Waggon / GATX Rail Europe GmbH, Hamburg

GATX Rail Europe is a wholly owned subsidiary of GATX Corporation and has a fleet of more than 23,200 tank cars and freight cars in Europe

Interim Plant Manager

Functions and main achievements:

- CRO of a maintenance and repair plant of a wagon manufacturer which had employed 5 plant managers / managing directors in the last four financial years in order to minimize the accumulated losses.
- Restructuring planning, turnaround of the free fall, rebuilding the working climate between the works council and the plant management, implementation of the restructuring concept, immediate takeover of the plant management. Handover and introduction of the still to be confirmed new plant manager.
- Turnaround concept created and induced. Development of the restructuring program not yet completed. Handover is still in process. A very good plant manager was found who could continue the work.

Feb. 2015 – Jun. 2015

BÜCHL Entsorgungswirtschaft GmbH, Puebla, Mexcio

BÜCHL waste management industry is a high-performance medium-sized company and active in the fields of waste management, recovering and recycling.

Interim Project Manager / Interim Managing Director

Functions and main achievements:

- Start as interim project manager for the business- and project planning. Target: To take over the executive management, provided that the tendering public procedure of AUDI "Development of disposal logistics at the Audi plant in San José Chiapa / Mexico" is won. Development and build-up of a tailored waste management site outside of the new AUDI plant close to San José for processing (sorting, treating, working up and recycling) the waste into raw materials.
- Planning as well as preparing the foundation with the project team established in 2007 (law firm Luis Cuesta, tax office BDO / Juan Carlos Garcia, WP Rödel & Partner, real estate agent Citius, various construction companies, personnel consulting, banks, etc.) were completed; although the order was not awarded to the company Büchl.

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Jul. 2012 – Dec. 2014

PASS Automotive de Mexico S.A. de C.V, Mexico, Puebla

PASS is the specialist in the production of rubber, plastic and system components and offers industry-wide experience in rubber compounds, design of ready-to-install solutions, customer-oriented project execution with short response times, and series production on state-of-the-art equipment

Interim Managing Director

Functions and main achievements:

- Construction of a new production plant in Mexico / Irapuato. Takeover of the project management and the administration as a General Manager of the automotive supplier company.
- Achievements: SOP incl. VDA 6.1/6.3 certification in 6 months and obtaining the TÜV certification according to ISO / TS 16949, ISO 14001, OHSAS 18001 in 12 months.

Jan. 2011 – Dec. 2011

P + S WERFTEN GmbH, Stralsund, Wolgast

Maritime industry in Mecklenburg-Vorpommern: Luxurious ferries, ice-going coastal defense ships and large military ships are maintained, repaired, developed and built here.

Turnover: 430 m EUR; 2,100 employees

Technical Director of the subsidiary "Peene-Werft" in Wolgast

Turnover: 150 m EUR; 750 employees

Functions and main achievements:

- Fabrication, assembly and installation of two suction dredgers and four coastal protection vessels for the Swedish Navy, and repairs of German corvettes, frigates and speedboats.
- Target: After restructuring of the shipyard in 2011 it was planned from II / 2012 to build up the business segment "Jacket for wind turbines for the Baltic 2 field of the customers EnBW and Hochtief". Consolidated revenue in the profit center Peene per annum: 110 m EUR, total number in direct responsibility, Peene-Werft: 750 employees.
- Future: Building a production line for the manufacture of jackets of the Baltic 2 field from January 2013 in series. The order of the EnBW / Hochtief was postponed several times and ultimately not granted.
- Achievements: All vessels were completed almost on time and according to budget.

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Jan. 2007 – Dec. 2010

Bizerba GmbH & Co. KG, Balingen / Bizerba Slicers S.A. de C.V., SLP/MXN

The Bizerba SE & Co. KG is a major German manufacturer of scales headquartered in Balingen / Germany (founded in 1866). The company also manufactures cutting machines, pricing and marking systems

Turnover: 652 m EUR (2016); 3,900 employees; 8 production plants worldwide

Plant Manager in Germany and simultaneously General Manager in Mexico

Functions and main achievements:

- 2007: Plant Manager of the site WS-food industry in Meßkirch, Germany.
- Sole responsibility for restructuring the business unit "food processing". Changed long-standing negative result of the business unit to an increase of + 12%.
- 2008: Contemporaneously - starting in 2008 as a Project Manager and CEO - built up and managed a second plant in San Luis Potosí / Mexico. Plant construction period of 2.5 years with the same German quality, quantity and productivity.
- 2009: Head of Division in Balingen / Germany. Overall responsibility for the business unit "food processing".
- Achievements in Germany: Introduction of a new generation of ceramic product surface. Additionally, construction of the third business unit "Bizerba System Technology".

Sep. 1998 – Dec. 2006

TIMA GmbH - Bonn, Berlin, Tokyo

Interim Manager, Project Manager, CRO, CTO, CEO

Functions:

- Worked as an Interim Manager in temporary contracts in the areas of production, finance, accounting or as a General Manager in medium-sized companies engaging up to 1.300 employees which had been in an economic crisis.

Main achievements:

- Conducting due diligence and feasibility studies
- Recognize and release synergies resp. potentials: Improvement of logistics processes, reduction of production and logistics costs, reduction of inventories and through-put times, use of new manufacturing technologies,

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production and material flow optimization,
warehouse planning and organization

- Introduction of modern finance, controlling and reporting processes and structures; P & L earnings improvement, optimization of production cost calculation, cost reduction, optimization of working capital / liquidity management

Industries:

- Mechanical engineering, metal processing industry, rubber, plastics and food industry.

1995 - 1996

Hartsteinwerke Vogtland GmbH, Plauen

Road building

Turnaround Manager as Temporary Managing Director

1993 - 1994

OLS – Spedition & Transport GmbH, Cologne

Family-owned local freight transport company / **CEO**

1988 - 1993

THE WEST COMPANY, Philadelphia

Manufacture of rubber, metal and plastic products for the chemical-pharmaceutical industry

Head of Capacity Planning and Project Engineering Deputy Vice President "Central Engineering"

1987 - 1988

WEST-PHARMA-GUMMI GmbH, Aachen

Head of production Europe

1983 - 1986

B A F - mat GmbH, Neuwied

Manufacture of amusement and vending machines

Head of the IT and Logistics Department Assistant to the Managing Director

EDUCATION

1980 - 1983

University of Cologne
Industrial Engineer / Wirtschaftsingenieur
Degree: Diploma in Industrial Engineering

1976 - 1979

Cologne University of Applied Sciences
Studied industrial engineering
Degree: Diploma in Production Technics

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LANGUAGE SKILLS

English	Fluent
Spanish	Fluent
German	Native

FURTHER TRAINING

2019	Seminar in Q1 / 2019: "Project management"
2018	Seminar in Q1 / 2019: "SAP quality management" Training in Q4 / 2018: cross-border restructuring VDA seminar according to 6.1 and 6.3 at Volkswagen AG Puebla
2012	VDA – Seminar acc. to VDA 6.1 / 6.3 at Volkswagen AG in Puebla / Mexico Seminar at SÜDWESTMETALL - "Employment Law for Managers" Management development "effective leadership" at Bizerba
2008	BGEF-Seminar for "Plant Manager and Production Manager – OF 2 F"
2007	Innovative Management Training, Project Management and Project Work, ATV – Cologne and other, almost every year a proven training Seminar

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