

Pierfranco Di Gioia

Executive Summary

Non-Executive Profile: Business Advisor with an entrepreneurial spirit. Active Board Member and Advisory Board Member in family-owned, listed and PE-owned companies, strongly engaged in special situations with value creation potential.

Executive Profile: General Manager with strong Sales, Marketing and Business Development expertise matured over 20+ years as an executive manager working in Asia, Western and Eastern Europe and Latin America with extensive knowledge in B2B manufacturing businesses. Charged with full P&L responsibility for listed, PE-backed and family-owned businesses. Strategic thinker, strategy developer and effective executor in both growth-oriented and turnaround situations.

Work experience overview

2013 – present	Better Way Advisors AG Founder & Managing Partner
April 2020 - present	M Stretch SPA Group CEO
2013 - 2019	Silvateam SPA Executive Officer and CRO
2011 - 2013	BNE AG CEO
2008 – 2011	Pregis - Protective Packaging Europe Vice President - Sales & Marketing, Europe General Manager - Italy and Benelux
2003 – 2008	Forbo International SA - Forbo Bonding Systems General Manager, Asia Pacific
1999 – 2001	Wictor Group Managing Director, Eastern Europe

Education & Memberships

Since 2016	YPO International – member
2014	IN-Board – Insead Corporate Governance and Board Initiative
2002	INSEAD , MBA Focus on General Management and Strategy
1999	JAGELLONIAN University , Managing SMEs in Eastern Europe
1994-1998	BOCCONI University , Laurea in Economics. Magna cum laude
1996	QMW College – University of London , Student Exchange Programme
Languages	Italian, English, Spanish and German
Interests	Golfing, Swimming, Diving, Sailing, Skiing, Cooking and Wine enthusiast

Detailed career development

2013 - present	Better Way Advisors AG Founder & Managing Partner Advisory Boutique assisting International SMEs companies in elaborating Business Plans and executing strategies aimed at: <ul style="list-style-type: none"> - Business strategic refocus and growth - Assets and Business review, including M&A options - Turnaround situations, including debt refinancing - Process re-mapping and optimization - Governance and Succession planning 	Switzerland
April 2020 - present	M Stretch SPA (280M EUR, 580 FTEs) PE-Owned, Manupackaging is a leading producer and marketer in Europe and Latin America of sustainable stretch films for industrial applications in Food&Beverage, Hygiene, Machinery and Logistics Chief Executive Officer <ul style="list-style-type: none"> - Developed an improved turnaround plan and actively executed it - Repositioned the Group in sustainable and high performance application segments with dedicated CAPEX - Reinforce the group capital structure The Group is successfully performing the Plan under Art. 67 LF	Germany, CEE, UK and Latam
2013 – 2019	Silvateam SPA (140M EUR, 640 FTEs) Family Owned, leading producer of tannins and natural extracts for Food, Animal Nutrition and Leather applications Executive Officer and CRO <ul style="list-style-type: none"> - Developed a 5yr turnaround plan and gained approval from creditors under art. 67 LF to execute it - Revamped and turned into profitable the Food Division; established a JV with a leading player in the field to untap further potential through new investments - Successfully re-position the tannin technology for Animal Nutrition growth as a natural alternative to antibiotics - Overachieved the financial results of the original Plan and fully honored the creditors by bringing the company in a “in bonis” position 	Italy, Argentina & China
2011 - 2013	BNE AG Family owned, leading provider of packaging materials and solutions in Switzerland. The group owns Minigrip Italy (www.minigrip.it) focusing on the production and distribution of flexible packaging pouches and re-seal zippers Chief Executive Officer Full P&L responsibility. Drove business integration, strategy development, channel management and ultimately the succession plan	Switzerland
2008 - 2011	PREGIS Corporation (www.pregis.com; 1 Bn USD; 4200 FTEs) Protective Packaging Europe Division (200M USD; 1200 FTEs) PE-owned, leading global player in specialty protective packaging Member of European Leadership Team General Manager – Italy <ul style="list-style-type: none"> • Turned business around from making EUR 3M losses • Motivated and led local staff of 90 people Major Achievements	Italy

	<ul style="list-style-type: none"> Increased gross profits from 32% to >40% through pricing strategy, product range rationalization and customer segmentation Reduced scrap production, non-conforming products by 10% 	Belgium
	<p>VP – Sales and Marketing Europe</p> <ul style="list-style-type: none"> Managed sales across Europe for USD 200 M in over 10 countries Led regional sales and customer service teams (126 FTEs) Developed and implemented a Sales Force Effectiveness Program. Managed and drove change from a regional to a functional organization Developed new program dedicated to key accounts <p><i>Major Achievements</i></p> <ul style="list-style-type: none"> Improved business profitability by 25% Divested non-core business for EUR 30M+ and re-focused on growth 	
2003 - 2008	<p>FORBO INTERNATIONAL SA - (www.forbo.com; CHF 2 Bn; 5800 employees) Forbo Bonding Systems (CHF 764M; 1550 employees, SIX listed)</p> <p>Leading Global Manufacturer of industrial adhesives. Part of HB Fuller since March 2012. Member of the divisional Senior Leadership Team (SLT)</p> <p>Head, Global Strategic Market Segments</p> <ul style="list-style-type: none"> Run business worldwide in 5 strategic market segments (Automotive, Packaging, Textile, Flat Lamination and Woodworking) with functional P&L responsibility for CHF 175M Led Strategy, M&A and Marketing Programs for the Division <p>General Manager – Asia Pacific 250 Employees, 2 production sites, CHF 61M sales. Full P&L responsibility.</p> <ul style="list-style-type: none"> Hired, managed and motivated a new management team in Greater China and India Acquired a Chinese competitor (CHF 20M) and led post-merger integration process Re-designed operational footprint and supply-chain for Asia Pacific Sponsored technology transfer programs from USA and EU to Asia Pacific <p><i>Major Achievements</i></p> <ul style="list-style-type: none"> Closed 2 acquisitions and run 2 greenfield projects Developed global accounts sales for CHF 15M+ in Asia, eg. Adidas, BAT and Victoria's Secret Managed transition from a regional organization to a functional matrix 	<p>Switzerland</p> <p>Asia Pacific</p> <p>Austria, Poland</p>
1999 – 2001	<p>WICTOR Group</p> <p>Italian fast-growing industrial adhesives manufacturer, family-owned, EUR 35+M, >100 employees</p> <p>Managing Director - Eastern Europe</p>	

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Executive and Non-Executive Positions

Lista cariche attive al 01 Luglio 2022

Group	Company	Country	Role	Role Type	
				EXEC	Non EXEC
Manupackaging	M Stretch SPA	Italy	Group CEO	√	
Manupackaging	Manupackaging Deutschland GMBH	Germany	CEO	√	
Manupackaging	Manuli Ekobal Sp.zo.o	Poland	President		√
Manupackaging	Manuackaging Czech Republic Sro	Czech Republic	Board Member		√
Manupackaging	Manupackaging UK	United Kindom	President		√
	Santex Spa	Italy	Board Member		√
	Better Way Advisors AG	Switzerland	Managing Director	√	
	Valpalot SA	Switzerland	Board Member		√
	Pirmin Murer Falegnameria SA	Switzerland	Board Member		√