



# Luigi De Martin

## PROFESSIONAL PROFILE

An accountable and consistently performing senior manager with 23 years of international experience within the pharmaceutical environment (Drug Substance and Finished Dosage Forms), having covered managerial and executive roles in several areas (Development, Manufacturing, Supply Chain, Managing Director, Chief Executive Officer) in 4 different companies. Solid record of accomplishment in successfully leading multifunctional teams, naturally bridging the gap between functions. Consistently driving performance, under stretched deadlines while never compromising on ethical, quality and safety standards. Well skilled and structured in problem solving, interpersonal skills and working under pressure. Empathic and inspiring, empowering direct and indirect reports and cross-functional teams. Passionate about designing and driving the vision of the company. Proven record of accomplishment in health authority inspection.

## WORK HISTORY OVERVIEW

### Penicillin General Integrated Industrial Company (Oman)

2025 – present = Chief Executive Officer

### Centrient Pharmaceuticals BV (The Netherlands)

2023 – 2025 = Site Director Centrient Delft

### Sandoz Technical Operations GmbH (Austria)

2021 – 2023 = Manufacturing Unit Head Solids

2017 – 2022 = Head Site Supply Chain Anti-Infectives

### Sandoz Industrial Products S.p.A. (Italy)

2016 – 2017 = Head Site Supply Chain

2014 – 2014 = Managing Director ad interim

2011 – 2016 = Head of Production

2009 – 2011 = Process Unit Head

2005 – 2009 = Head Process Development & Technology

2003 – 2005 = Head of Product Development

## MAJOR ACHIEVEMENTS

### In Chief Executive Officer role at Penicillin General Integrated Industrial Company LLC Oman (2025 – present)

- Implemented a new Site Organization and Governance structure;
- Completed the Engineering works at site and established the first Quality and HSE policies;
- Achieved permit application for Hazmat and Civil Defense approval;
- Designed the vision and strategy of the company for the next 15 years.

### In Site Director role Centrient Pharmaceutical BV Delft (2023 – 2025)

- Implemented a new Site Leadership team and Governance structure
- Achieved a 20% reduction of operational and quality incidents on site
- Achieved and increase of 8% in the operating income of the site during the first 2 years
- Implemented the Business Continuity Plan for 2025 to operate in 2026 with reduced interdependencies from the Biotech Campus Delft.

## Contact Data

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## Personal competencies

- Action oriented, perseverant and results driven.
- Communication (shop floor up to general management);
- Coaching and Empowerment.
- Management of changes.
- Management of cross-functional teams.
- Management of conflicts.
- Problem solving.
- Approachable, optimistic, and visionary leadership.
- Always putting ethics, trust, and integrity first.

## Technical competencies

- Manufacturing** (Drug Substance via Fermentation/Downstream/Chemical & Enzymatic Synthesis, Drug Product, Finished Dosage Forms, Oral and Steriles)
- Quality Compliance** (GMP, Health Authorities relations, Regulatory)
- Project Management** in International Environment
- HSE Compliance** (Corporate and Local regulations, Safety first culture, Safety Champion, BCM manager)
- Supply Chain Management** (Planning in operational and Tactical Horizon, Customer Service, Logistics and Transportation, MRP II implementation)
- Finance reporting** (analysis and remediation plans)
- Product Development** (Scientific studies, Technical Transfer, Process Validation)
- Engineering** (URS preparation, start-up of new process/facilities)
- Operational Excellence**

## Languages

- Italian (Mother Language)
- English (Full Proficiency)
- German (Elementary knowledge)

## Anagraphic Data

- Date of birth: 07/06/1973
- Place of birth: Udine (Italy)
- Nationality: Italian
- Civil status: married
- Children: two
- Free time: Fitness, Swimming, Playing guitar, Reading books

## University Education

**1999 – 2001** = PhD study at the Istituto di Chimica Farmaceutica (Universita' Statale di Milano) in cooperation with the Dipartimento di Scienze Farmaceutiche (Universita' degli Studi di Trieste) and the Pure and Applied Chemistry Departments (Strathclyde University in Glasgow).

Bioconversions using immobilized enzymes in non-conventional media.

**1993 – 1998** = Bachelor in Pharmaceutical Chemistry and Technology at the Dipartimento di Scienze Farmaceutiche (Universita' degli Studi di Trieste).

Synthesis of  $\beta$ -lactam antibiotics via Penicillin G amidase.

## IT knowledge

-Windows  
-Excel  
-PowerPoint  
-Outlook  
-SAP

## Major Professional Education and Training

-MBA On-line (Business School of Rome);

-Ignite Leadership Journey (Rome and Sao Paulo 2019-2021);

-Negotiation Skills (Basel 2018);

-Advanced Business Administration (Tuck School of Business – 2015);

-Lean Six-Sigma Green Belt (Bonfiglioli Consulting Bologna – 2014);

-Fundamentals of Finance (Gstaad – 2012);

-Advanced Leadership Training (Module M2 Berlin – 2012);

-Leading at the Frontline (Module M1 Munich – 2008);

-Principles of Fermentation (UCL London – 2007);

-Secrets of Process Scale-up (Scientific Update New Jersey – 2006);

-Solid/Liquid separation technologies (Munich – 2003)

## In Supply Chain / Manufacturing Unit Head Austria (2017 – 2022)

- Implemented a new Oral Manufacturing Roadmap managing investments for above 50 mio\$.
- Increase the output capacity of Oral Products +30% in 1,5 years.
- Successful implementation of an integrated supply chain organization, restructuring the team with reduction of redundant positions in the workforce and in the management positions.
- Improvement by +50% of supply related KPIs (OTIF, PFR and Stock-out) in the period 2017-2020 managing constraints in production and in components availability through proactive communication with customers and stakeholders.
- Implementation of the Track & Trace program in Drug Product manufacturing through update of artworks with Retail and Partner Label channels.
- Proposed business case to re-allocate existing and underutilized sterile facilities to more profitable business.
- Reduced warehouse and logistic costs by 25%.
- Reduced CO<sub>2</sub> footprint through re-engineering of the logistic flow.

## In Supply Chain Italy (2016 – 2017)

- Successful implementation of the newly created Supply Chain organization by merging planning with logistics.
- Introduction of the MRP II Blueprint set-up and implementation of the strategic steps belonging to the Tactical Planning.
- Improved the compliance status of the warehouse and logistic departments.

## In General Management (2014)

Successful bridging of the absence periods of the Site Manager.

Business and financial aspects of the site managed successfully, as well as guaranteeing the preparation program for the upcoming HA inspections.

## In Manufacturing Italy (2010 – 2015)

- Successful increment of the production output of the site by 300% in 5 years, while keeping constant the headcount.
- Successful implementation of the process-oriented organization in manufacturing with significant increase of harmonized procedures and compliance, and parallel reduction of the operative costs (-20%).
- Successful introduction of Lean thinking as core production philosophy and common practice with an improvement in productivity by 40% acting as change agent and change leader for several projects also in quality, engineering, and maintenance.
- Successful start-up of four new manufacturing processes and three newly built facilities.

## In Development

- Development of several production processes for Drug Substance, including Fermentation or Pre-fermentation steps, downstream processes, Purification and Chemical processes, Milling and Sieving of Finished Powder product and Solvent Recovery and Recycling.
- Start-up of new downstream lines, synthesis plants and transfer of Drug Substance production processes from site to site.

## In Quality/Compliance (continuously for 23 years)

Successful conduction of five FDA inspections (2007, 2011, 2015, 2017 and 2020) in different roles, mainly as front man, but also leading the back office and as subject matter expert.

Track record with local Health Authorities (AIFA, AGES, Italian Ministry of Health) and International Health Authorities (Russia, Brazil and Korea) including numerous customer audits.

## In HSE/BCM (continuously for 23 years)

HSE champion for the culture “Safety First” and “Mission zero incidents” always leading by example.

Business Continuity Manager (Manufacturing and Supply Chain Expert).

## Awards

**2024:** "Centrient CEO Award of the Year 2024" for having implemented a different GMP mindset and for the introduction of Artificial Intelligence in the manufacturing of intermediates

**2022 (2 awards):** "Generics Mindset Award Sandoz Technical Operations" for the implementation of the new road map for Oral Manufacturing and fast approval of 50 mio USD investments

**2015:** "Sandoz Excellence Award" for increased productivity keeping headcount and costs flat in the period 2012-2015

**2012:** "Business Unit Anti-Infectives Award" for implementation of process-oriented organization in manufacturing

## POSITIONS DESCRIPTION

**Penicillin General Integrated Industrial Company LLC (Sohar, Sultanate of Oman)  
September 2025 – present = Chief Executive Officer**

**Field of Responsibility:** Green field implementation of a newly established state of the art fermentation facility for the upstream of penicillin and downstream to intermediates (Stage 1) to be expanded to API manufacturing (Stage 2), FDF (Stage 3) as well as Sterile APIs (Stage 4).

**Size of the Team:** 200 employees' stage 1 up to 600 employees in stages 3 and 4

**Size of Operations:** 2.000 tons of intermediates

**Focus-on** supply intermediates (Stage 1), APIs (Stage 2), CMO concept for FDF (Stage 3) and Sterile APIs (Stage 4)

**Centrient Pharmaceuticals BV (Delft, The Netherlands)**

**September 2023 – August 2025 = Site Director Delft**

**Field of Responsibility:** Direction of the Manufacturing site located in the DSM Biotech Campus in Delft focused on the production of intermediates for API production through environmentally sustainable processes.

**Size of the Team:** 102 employees

**Size of Operations:** 1.700 tons of intermediates and 400 cm of immobilized enzymes

**Focus-on** supply intermediates for the preparation of APIs and of immobilized enzymes to support treatment for 1.5 bio patients worldwide

**Sandoz Technical Operations Kundl – Sandoz GmbH**

**August 2021 – August 2023 = Manufacturing Unit Head / Site Supply Chain**

**Field of Responsibility:** end-to-end manufacturing and distribution of drug products in the anti-Infectives business. Full business and financial responsibility and full accountability of project implementation (ca. 50 mio\$ investments planned in the next 3 years).

**Size of the Team:** 750 employees

**Size of Operations:** 750 – 800 mio\$ sales / year (200 mio packs produced and distributed)

**Focus-on** ensuring end-to-end focus on supply continuity on time and in full, while maintaining compliance to national and international laws and the group policies. Support the Site and Global Leadership Teams in achieving the Targets and the Budget.

**April 2017 – present = Site Supply Chain Head**

**Field of Responsibility:** end-to-end Supply Chain Management of Drug Substance and Drug Products in the business of Anti-Infective and Chemical Operations. Production planning, Logistic and Warehouse Management, Distribution of Drug Substances and Drug Products via four different channels (Intercompany, Retail, Partner Label and 3rd Party Sales). Inventory and production write off management.

**Size of the Team:** 150 employees reduced to 77 through restructuring projects.

**Size of Operations:** 750 – 800 mio\$ sales / year

**Focus-on** ensuring end-to-end focus on supply continuity on time and in full, while maintaining compliance to national and international laws and the group policies. Support the Site Leadership Teams in Drug Substance and Drug Products in achieving the site Targets and the Budget.

## **Novartis Technical Operations Rovereto – Sandoz Industrial Products S.p.A.**

### **July 2016 – March 2017 = Site Supply Chain Head**

**Field of Responsibility:** Design, planning, execution, control and monitoring of supply chain activities in the manufacturing of Drug Substances. Management of compliance activities and audits from customers / authorities.

**Size of the Team:** 16 employees.

**Size of Operations:** 80 – 85 mio\$ sales / year

**Focus-on** supply continuity of drug substance on time and in full, while maintaining compliance to national and international laws and the group policies. Support the Site Leadership Team in achieving the site Targets and the Budget.

### **Sep 2014 – Oct 2014 = Site Head**

**Field of Responsibility:** Responsible management of the whole site with responsibilities on budget, spending, investments, and personnel.

**Size of the Team:** 150 employees + 40 contractors.

**Focus-on** bridging management of the whole site with responsibilities on budget, spending, investments, and personnel. Leading the preparation program for the upcoming FDA inspection.

### **May 2011 – June 2016 = Production Head**

#### **Jan 2009 – April 2011 = Process Unit Head (Chemical Synthesis and Packaging)**

**Field of Responsibility:** Responsible management of the Biotechnical Production Department in terms of GMP, Health Safety and Environmental and Legal Policies. Departments: Microbiology, Fermentation, Downstream, Synthesis, Solvent Recovery.

**Size of the Team:** 100 employees (85 after restructuring).

**Size of Operations:** 80 – 85 mio \$ sales / year

**Focus-on:** Establishing year-to-year budgets in accordance with marketing and supply chain management and coordinating with operational departments of engineering and quality. Production planning, control and reporting, respecting budget values in terms of personnel, investments and production costs. Career development management and mentoring of talent personnel.

### **Jan 2005 – Dec 2008 Head of Process Development and Technology**

#### **Apr 2003 – Dec 2004 Head of Product Development**

**Field of Responsibility:** Technology transfer of new molecules / new processes from Development to Production and between sites. Scale up and scale down of processes. Qualification of equipment, Validation of Processes, of Cleaning Procedures and of Analytical Methods. Design and upscaling of Fermentation and Chemical processes.

**Size of the Team:** 15 employees.

**Size of Operations:** 80 – 85 mio \$ sales / year

**Focus-on** management of cross-functional teams from production, development, engineering and quality, Transfer of Production methodologies from Development to Production and between different Production Sites in the network. Start-up of the downstream processing and of a new synthesis plant.

### **University of Trieste**

#### **Feb 2002 – Mar 2003 Post Doc Researcher**

**Field of Responsibility:** Managing laboratory activities in two project fields (enzymatic synthesis in non- conventional media and preparation/development of new solid phase supports). Write publications, managing of budget and staff.

**Size of the Team:** five students and one technician. Size of Operations: 50-80 k\$ budget / year

**Focus-on** management of the team, projects, and cooperation with other universities (University of Goteborg, University of Rostock and University of Edinburgh). 24 publications in important papers in the field and 1 patent.