

CHRIS MILLINGTON

Princeton, NJ | 609-903-2450 | crmillington18@gmail.com | linkedin.com/in/chris-millington-2018

DIVISION PRESIDENT | CHIEF EXECUTIVE OFFICER | STRATEGIC ADVISOR **FOOD & BEVERAGE | CONSUMER PACKAGED GOODS | INGREDIENTS & SPECIALTY CHEMICALS**

Skilled executive with serial successes driving industry-leading growth across the US, EU, Middle East, India, Africa, Asia-Pacific, and Latin America. Sustained successes in \$1B+ organizations, leveraging innovative solutions for growth, operational excellence, supply chain optimization, and targeting and integration of M&A targets. Twenty-year expatriate career in US, Europe, and Asia. A passionate talent developer and natural champion of inclusive, high-performing cultures and agile teams that execute in alignment with mission and vision. Trusted executive team member and board advisor in ESG, DEI, and ethics.

- **Strategy & Vision.** Builds and communicates clear road maps to strategic targets with meaningful milestones, precise communications, and high personal ownership in matrixed structures. Develops executable plans and works ardently to communicate, build consensus among stakeholders, and deliver breakthrough outcomes while strengthening and building enterprise brands.
 - **Revenue Growth | P&L Management.** Serial successes delivering company- and industry-leading profitable revenue. Leverages lean, continuous improvement, talent development, pricing management, and category planning tools for sustainable growth and margin performance. Drives service culture with competitive passion and operational excellence to boost the customer experience, reduce redundancies and expense.
 - **M&A | Turnarounds.** Entrusted to execute significant organizational change for new business channels, diversification, and profitable platforms in organic and inorganic growth scenarios. Successfully identifies and executes M&A targets across key geographies, builds board consensus, facilitates diligence, and derives value from existing and acquired organizations.
 - **Innovation.** Pioneers products and services that are fit for purpose and achieve full commercial review and support, delivering high market acceptance. Builds an innovation culture that emphasizes global integration, speed-to-market, and relevance that attracts new business opportunities as well as talent. Developed Centers of Excellence at Nestlé, Firmenich, and ICL Group, leveraging talent and technology in leading-edge segments such as alternative protein.
 - **Talent Development & Cultural Agility.** Executes mission outcomes on a worldwide stage, from Europe, Asia-Pacific, India, and the Middle East and Africa, to the Americas. Builds highly diverse international teams and equips them for future growth aligned with organization culture and high performance in complex, challenging business initiatives. A key leader and mentor in high-potential, diversity leadership development initiatives.
-

PROFESSIONAL EXPERIENCE

ISRAEL CHEMICALS GROUP LTD (ICL), Tel Aviv, Israel and St. Louis, MO

2021 – 2022

Leading global specialty minerals company (NYSE: ICL) that creates sustainable solutions in food, agriculture, and industrial markets with revenues of \$6B+ and 10,000 worldwide employees.

President, Food & Specialty Phosphates, Princeton, NJ

Full P&L accountability for 1,300-employee, \$1.5B vertically integrated, manufacturing, sales, R&D, and distribution business unit. Responsible for successful global operations and growth of food ingredients and advanced additives for personal care, pharmaceutical, and electric vehicle (EV) battery acids. Reported to the CEO with frequent board interaction. Provided leadership to two Senior Vice Presidents and six Vice Presidents.

- Grew operating margin 35% and EBITDA by 200bps through pricing, new technology launches, geographic expansion, and new customer mix. Drove enterprise operational excellence with a focus on quality and safety.
- Gained board approval of five-year strategic plan with \$200M organic growth in food (1.5X market), \$50M capital and operating investments, plus inorganic growth support of \$600M, to take the BU to \$2B+ annual revenue.
- Stood up alternative protein market business unit from the ground-up, opened new \$18M brownfield ROVITARIS plant in St. Louis, MO, on budget and a full quarter ahead of schedule, saving \$1M. Completed two rounds of multimillion-dollar seed investment for alternative protein startups.

- Built demand generation platform for alternative protein food ingredients, resulting in a \$75M innovation project pipeline value in large high-profile food brands.

PRIVATE CONSULTANCY, Princeton, NJ**2019 – 2021****Principal and Executive Advisor**

Advisor to Food and Beverage (F&B) industry, strategic development, partnership frameworks, talent, innovation, and go-to-market road maps. Engagements ranged from a lineup of diverse startups to large, successful F&B entities. Partnered with multibillion-dollar PE firms to develop US, Canadian, and European F&B and ingredient investment strategies.

- Developed market strategies for clean label, natural raw materials, and biotech ingredients.
- Participated in three F&B M&A diligence for deals. Created global division strategies for large blue chip B2B and B2C brands and startups, one of which led to a significant acquisition.

FIRMENICH SA, Geneva, Switzerland**2012 – 2018**

World's largest private flavor and fragrance company. Revenue \$4B with 10,000 employees.

Global President & CEO, Flavors Division, Princeton, NJ (2015 – 2018)

Responsible for full divisional \$1.4B P&L across 16 global sites with 2,000 employees serving large, worldwide, and regional fast-moving consumer goods (FMCG) retail and foodservice customers. Reported to the Group CEO and provided leadership to six Senior Vice Presidents and three Vice Presidents.

- Redesigned the organization to grow sales by \$250M (25%+) and improve EBITDA 250bps. Transformed division from industry fourth overall to second in growth — first in profitability — with core list status at 100% of tenders received.
- Established strategic transformation function to lead cultural change, pricing and margin management, M&A screening, and post-acquisition integration and training.
- Restructured innovation process and launched three new platforms fully aligned with R&D. Added \$300M in new initiatives, all insight-driven and sponsored commercially at the division level.
- Launched divisional enterprise brand “Preferred Beyond Taste” in response to industry-first customer performance survey that identified critical success metrics: service, talent retention, and innovation.
- Completed two M&A deals, a group first since 2007, broadening the product portfolio into alternative proteins and functional ingredients.
- Introduced lean methodologies in supply chain and commercial, generating 15% additional capacity and reduced sample lead time by 50%. Closed redundant line, improved quality and on-time delivery by 20%.
- Reorganized leadership team, driving a performance management culture and rewards that achieved record 87% (a 15% improvement) employee engagement score. Mentored high-potentials and established key leadership diversity initiatives.

Vice President, Americas Flavors Division, Princeton, NJ (2012 – 2014)

Promoted to Head of Americas year one after successfully delivering fastest company growth leading the North American division as Vice President, North America. Full P&L accountability for \$520M+ region comprised of seven sites. Reported to the Divisional President & CEO and provided strategic leadership to eight Vice Presidents supporting 680 employees.

- Reduced overhead by 15%, established new business operations platform to improve selling efficiency, and transformed region into the division growth engine, adding \$100M revenue over a three-year period.
- Achieved core listings at all major US F&B brands, including Smucker's, Starbucks, and Tyson Foods. Implemented first regional pricing office to manage margins and price submissions and drove a new enterprise service culture.

NESTLÉ, Vevey, Vaud, Switzerland**1999 – 2011**

Multinational Swiss food and beverage processing conglomerate (SIX: NESN) and largest publicly held food company in the world. Revenue \$90B+ with 276,000 worldwide employees.

Vice President, Beverages – Asia, Oceania, Africa (AOA) Nestlé Professional, Singapore (2008 – 2011)

Led commercial platforms from \$70M to \$1.2B including matrixed financial management of five R&D centers. P&L accountability for \$1B commercial region across multiple geographies. Reported to Regional Senior Vice President AOA and provided strategic leadership to twelve Vice Presidents.

- Defined global strategy for cold non-carbonated beverages and tea and led regional project to execute global asset tracking tool — both firsts within the Nestlé group.
- Reduced product portfolio 20% through harmonization, increasing profitability and efficiency. Launched two major products/brands in the wellness space including a new route-to-market (RTM) for emerging economies.

Assistant Vice President, Global Head of Foodservice Beverages, Vevey, Switzerland (2003 – 2007)

Led \$1.2B global beverage business as the youngest AVP ever at the group headquarters. Mentored by three members of Executive Board as a high-potential executive, developed Nescafé global brand plan and sat on the Group Beverage Brand Board. Built first end-to-end Innovation Center and was a member of the global team that created the first enterprise foodservice strategy — both board-level initiatives.

Nestlé UK – Innovations Manager Food Service SBU and Commercial Manager, Croydon, UK (1999 – 2003)

BUNZL LTD UK, Procurement Manager, Branded and Private Label, Epsom, UK **1996 – 1999**

KRAFT FOODS UK, Management Trainee; Sales, Category & Brand Management, Cheltenham, UK **1990 – 1996**

EDUCATION & DEVELOPMENT**Huddersfield University, Huddersfield, West Yorkshire, UK**

Bachelor of Arts, Hotel & Catering Business Management, with honors

London Business School, Leadership and Change Management, London, UK

International Institute for Management Development (IMD), Lausanne, Switzerland

- Professional Executive Development

AFFILIATIONS

International Organization of the Flavor Industry (IOFI), Board Member, Brussels, Belgium **2014 – 2018**

AWARDS & RECOGNITION

Firmenich President's Award Winner **2012, 2013**