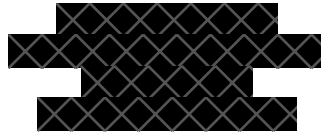


## JONATHAN B. DEGAYNOR



CEO and Board Member with a demonstrated record of leading transformation, growth, and profitability in both large and mid-sized companies, primarily in the highly competitive transportation space. Extensive international experience living and working in both Europe and Asia, leading business transformation, financial performance, and culture & team development. Seeking the next challenge to utilize my leadership skills and experiences to drive value creation for all stakeholders.

### OPERATING EXPERIENCE

**Stoneridge, Inc., Novi, Mi**

**April 2015 – Feb 2023**

#### **President, Chief Executive Officer, and Member of the Board**

the Board of Directors charged me to transform the company, restore/build investor and customer confidence and deliver significantly improved performance. I led the transformation of an organization and culture that transformed the business in multiple dimensions – execution, strategic direction, including technology and organization structure and capability. During my tenure, the leadership team created a consistently high performing business with differentiated product offerings that is recognized by investors, customers, and the marketplace. We also created an organization that works together and has a depth of talent that facilitated a leadership transition in 2023 without the need for external hires. With 2023 revenues of approx. \$950M and a growth projection well above \$1.2B by 2025, the business now supports customers globally and differentiates itself from much larger suppliers.

#### **Execution – without a foundation of results and a culture built on meeting commitments, there is no future.**

- Immediately addressed areas of acute performance gaps in both product lines and businesses. We fixed, closed, repriced, or sold product lines with revenue more than \$150M that greatly improved profitability and simplified execution.
- Developed and instituted a performance culture that forced in-depth profitability analysis by business, product line and customer.
- Installed processes for sustainability of performance including daily weekly, and monthly cadence that ensures the organization understands and reacts to numbers.
- The result was increased profitability, consistent Q/Q and Y/Y performance and significantly expanded market multiple.

#### **Strategy – must have a clear-eyed understanding of industry dynamics, external forces, and organization capabilities.**

- Developed a strategy based on alignment with industry megatrends and best practices. Transitioned to a product portfolio that is technology enabled and motive force agnostic. The portfolio change resulted in a significant increase in company growth profile as evidenced by awarded business backlog growth to \$3.3B (equivalent to >5years of OEM sales).
- Established a corporate strategy team and advanced development team, including the addition of the CTO function, to ensure alignment of strategy development, product development, and M&A activities with financial, market and technical rigor.
- Initiated cross-functional/cross-organizational teams to pursue innovative products/programs in a “agile start-up” mode. The most significant system outcome is the ***MirrorEye***™ system, commercial vehicle mirror replacement system, which is recognized for technical novelty and market impact with the Automotive News PACE award. This system enabled Stoneridge to achieve a dominant market position with commercial vehicle customers in both Europe and United States. Product line is forecast to represent >\$700M sales annually at full OEM volume.
- Executed acquisition of Orlaco Inc. in 2017 which has met or exceeded all deal strategic and financial commitments, enhanced our technology portfolio, and was integrated successfully.
- The strategic direction changes drove both growth and market multiple expansion for the business to top quartile among peers.

#### **Organization – the foundation for sustainable success is people, working as a team in a performance culture.**

- Transformed the operating structure of the company from a holding company model that drove poor communication, redundancy of resources, people, and assets, to a functional matrix model.
- Completely reformed the leadership team both in structure, capability, and approach. Reinforced the functional matrix by adding procurement, business development, legal and technology functions without increasing total executive SG&A cost. Refreshed the staff with 90% of top one hundred leaders in new roles or new to company.
- Drove collaboration and shared commitment through changes in the communication process and compensation structure.

#### **External – the quality of engagement with external stakeholders is critical to success.**

- Improved our outreach with investors via the change in our finance organization and more consistent interaction with investors (conferences, road shows and investor days). Our committed efforts to drive performance and clearly communicate that performance in a significant transformation of our investor base to long term focused, growth investors.
- Reinvigorated our customer engagement process through highly focused senior team involvement in customer visits and

customer reviews. The result was increased conquest and continuation business awards as well as external recognition through awards such as Supplier of the Year awards (Ford 2015, 2017; Daimler Truck 2018; Paccar Truck 2018)

- Revised Board meetings and engagement process to focus on strategic decision making, risk evaluation and opportunity capture. The change facilitated better strategic understanding and thus approval of every strategic move proposed during my tenure, including - HQ move to Michigan, completion of the 1<sup>st</sup> acquisition in 5+years, share buyback of ~8% of shares and the transformation of the leadership team.

#### **Guardian Industries, Auburn Hills, Mi**

**Oct. 2014 – Mar. 2015**

##### **Vice President – Strategic Planning and Innovation, Guardian Glass**

Guardian Industries is a global supplier of float glass. Led transformation process from a regionally focused, producer of commodity products to a globally focused, customer driven, producer of value-added products. Create and implemented a process that aligned corporate, market and product development strategies into a holistic framework.

##### **Strategic Planning**

- Championed the development, validation and implementation of a corporate strategy that aligned the activities of four autonomous regions and positions the business for success over the planning horizon. Focused on value creation based on evaluation of market drivers & trends, product & customer profitability, value stream efficiency and competitors.

##### **Innovation**

- Instituted a new process of product development based on proactive evaluation of market opportunities, technology trends and competitive gap analysis.
- Led the global product development organization to move from a reactive, fast follower to an initiative-taking, technology leader.

#### **Vice President, Business Development & Strategy & Managing Director, Asia, SRG Global**

**Sept 2008 – Oct 2014**

SRG Global is the leading supplier of decorative trim components for automotive and consumer applications globally. I led the global strategy, business development, advanced technology and M&A activities for the total company while simultaneously leading all facets of Asian business (China, Japan, Thailand).

##### **Corporate Planning/M&A/Advanced Development**

Developed and implemented corporate, technology and commercial strategies to address the history of inferior performance.

- Responsible for the creation and implementation of strategic direction that encompassed all functions and regions with the goal of sustainable profitability throughout business cycle. Initial five-year plan achieved all major objectives – growth, profitability, customer balance and product mix.
- Instituted a global commercial process to focus action with respect to customers, products, and markets. Installed metrics and systems to simultaneously optimize growth and profitability, resulting in a doubling of annual booked business with an increase in comparable product profitability of >500bp.
- Assembled a team to lead strategy development and implementation. Developed a pipeline of leaders capable of assuming broader responsibility in areas of operational, commercial, and business development. Placed leaders in roles in Europe, North America, and Asia.

##### **Asia**

Led all facets of Asia activity (China, Japan, and Thailand). Focused on topline and bottom-line growth, moving from \$5M sales in 2010 to \$150M sales by 2016. Responsibilities included profit and loss of existing Chinese business, launch of greenfield facility in China, creation and launch of joint venture manufacturing facility in Thailand.

- Developed and executed a strategic direction change for existing business. Changed from build to print manufacturing facility to a full capability, regional business with emphasis on Chinese business; expansion of engineering, commercial and manufacturing capabilities to allow full autonomy for this region. Results include a 400% increase in the customer base, 36% sales CAGR and 50% operating profit CAGR.
- Positioned the Chinese operation to become best in class manufacturing facility in terms of quality, productivity, and capital efficiency. Operational efficiency improvement (20% y on y) generated 50% capacity increase with same investment.

#### **Autocam Corporation, Thyez, Fr**

**September 2005 – August 2008**

##### **Chief Operating Officer – International**

Leader of international operating units for maker of precision machined metallic components and sub-assemblies servicing the automotive and medical markets. The focus was on launch execution and short-term improved financial performance.

- Launched new products that eventually represented more than 40% of total revenue. Drove changes in areas of engineering leadership, program management capability, customer management (specifically pricing) to address profitability of new products.
- Implemented a multi-faceted culture change in the French operations. Upgraded leadership and changed more than 65% of senior team. Restructured workforce and work practices, including a social plan to reduce 40% of indirect staff and close two of five plants.

- Championed the growth of a low-cost manufacturing facility in Poland. Recruited and trained the appropriate leadership team, established a standard of quality, engineering and lean operations grew the business by 2.5X in 2 years.

**Delphi Corporation****1988 - 2005****Business Line Executive, Diesel Systems, Paris, Fr****January 2004 – September 2005**

Led rapidly growing, \$1.4B global business. Responsibilities included global profit and loss, budget development, sales growth and customer strategy, product development, and footprint strategy for a business that supported customers in Europe, Asia, N and S America. Delivered products for all vehicle types that had a diesel engine from off highway, passenger vehicles and heavy-duty trucks.

- Drove top-line growth and marshalled the necessary resources to support the growth while simultaneously growing profitability and RONA.
- Transformed the organization (leadership, manufacturing, engineering) from euro-centric to global. Included relocation of leadership into China to support growth in region, launch of engineering center in India and upgrade of global manufacturing footprint in Korea, Brazil, India, China.
- Pursued diversification of the customer base from primarily European to Chinese, Korean, Indian, and Japanese. Personally developed growth opportunities with customers in each market.

**Director of Operations, Diesel Systems, Paris, Fr****August 2000-December 2004**

Responsible for operations and process engineering in manufacturing facilities in France, United Kingdom, Spain, and Turkey comprising approx. 5700 employees and \$900M sales. Delivered an operating profit turnaround and a manufacturing cost reduction of ten percent (of sales) in four years.

**Director, Operations Integration, Diesel Systems, Flint, Mi****January 2000-August 2000**

Integration of Acquired Business

**Miscellaneous Engineering Roles, Various Locations****July 1988-January 2000**

Product/Process/Advanced Development

**BOARD & ADVISORY EXPERIENCE****Racing and Performance, Inc., Los Angeles, Ca****Feb 2023 - Current****Executive Chair**

Company is a PE owned roll-up of four performance parts manufacturers – AFR, SCAT, Vortech and Racetec. I joined the Board in March 2023. After evaluating the business situation, I worked with PE ownership to become the Executive Chair in July 2023. My responsibilities include providing counsel to the CEO in the areas of critical priority for the combined business:

- Product and market strategy
- Operation and supply chain execution
- Facility consolidation
- Team evaluation and organization design to support business integration and strategy execution.

**Brandmotion, Novi, Mi****Feb 2023 - Current**

Company is a 16-year-old safety technology company. I have been collaborating with the Owner/CEO, as part of a small advisory board, concentrating on defining the next growth phase for the business. The areas of focus with the CEO are product portfolio refinement, market focus and engineering prioritization to drive profitable growth and efficient key resource utilization.

**The Wharton School – Mack Institute for Innovation Management – CEO in Residence.****May 2023 - Current**

The Mack Institute fosters industry and academic communities to transform innovation research into real-world impact. I have joined the institute to support and facilitate discussions/research in the areas of connected, autonomous and electrified vehicles, bringing an industry perspective that is not company specific. The activity provides me access to thought leaders at both The Wharton School and The University of Pennsylvania School of Engineering.

**EDUCATION****The Wharton School, University of Pennsylvania, Philadelphia, Pa****May 1993****Master of Business Administration**

- General Motors Fellow
- Director of Christmas in April - 1200-person, volunteer house renovation organization - Wharton Service Award Winner

**The University of Michigan, Ann Arbor, Mi****May 1988****Bachelor of Science in Engineering, Cum Laude**

- Major in Mechanical Engineering