

# JONATHAN B. DEGAYNOR

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## CHIEF EXECUTIVE OFFICER

### BUSINESS TRANSFORMATION | OPERATIONS LEADERSHIP | STRATEGIC VISION & EXECUTION | ORGANIZATIONAL DEVELOPMENT

Strategic and accomplished C-suite leader with transformative vision known for surpassing expectations by crafting innovative strategies that generate unprecedented value. Leverage deep experience abroad in growing global, multi-product companies into new international markets. Revitalize operations, launch successful products, and rebuild teams globally while fostering cultures of excellence and collaboration. Consistently deliver substantial ROI by unlocking hidden value streams and optimizing operations. Drive sustainable growth and maximize portfolio value, leveraging unique blend of strategic insight, operational excellence, and cultural leadership.

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### AREAS OF EXPERTISE

- Team Leadership & Development
  - Strategic Planning & Execution
  - Driving Financial Performance
  - Organizational Development
  - Operational Excellence
  - Due Diligence & Deal Structuring
  - Mergers & Acquisitions (M&A)
  - Stakeholder Management
  - Board Governance
  - Risk Management
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### SELECTED ACCOMPLISHMENTS

- **Led high-impact turnaround of Stoneridge, Inc. that increased revenue by 30% and profitability by 100% prior to COVID-19 pandemic**, enabling company's transformation from \$650M "build to print" manufacturing organization in 2015 to advanced safety systems provider with projected \$1.2B revenue in 2025, placing business among top quartile of competitors with respect to growth rate and EBITDA multiple. Redefined operating structure from holding company to functional matrix model, redefined organization's overall strategic direction, enhanced team performance, and aligned company culture with new high-level business objectives.
  - **Developed visionary new systems and market-leading products**, including MirrorEye product, projected to deliver \$700M+ in annual revenue at full volume as most significant contributor to Stoneridge Inc.'s top-line growth, profitability expansion, and EBITDA multiple growth.
  - **Elevated leadership to attract correct level of talent and expertise at multiple organizations**, establishing results-driven cultures at Autocam, SRG China, and SRI, having transformed 100% of latter's leadership team over 2 years.
  - **Orchestrated strategic overhaul of Stoneridge's underperforming Brazil business**, transforming challenged 2%-EBITDA business to 15%-EBITDA business in 2 years by strengthening balance sheet, expanding product lines via comprehensive portfolio transformation, increasing prices to match market expectations, and reducing overhead costs. Immediately addressed underperforming products, designed new organization structure that led to significant selling, general, and administrative (SG&A) expenses reduction; changed leadership team; and negotiated with Brazilian banks.
  - **Enabled significant expansion of Guardian Industries' SRG Global China business unit**, growing sales from \$15M to \$85M and expanding operating profit from \$3M to \$20M, having recognized unit as underappreciated value driver. Engaged CEO and led transformation that positioned business unit to continue to grow to \$100M+ over 6-year period.
  - **Led business and organizational transformation across 4 continents**, living in Europe for 8 years and spending 4 years running China business, leading 2 joint ventures in Brazil, and significant time in India.
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## PROFESSIONAL EXPERIENCE

**BOARD & ADVISORY ENGAGEMENT** / Multiple Locations 2023–Present  
Engage in high-level strategic decision-making for several organizations (Stoneridge, Inc., Racing and Performance, Inc., Brandmotion, Spring Arbor Group, and Mack Institute for Innovation Management) as executive chairman or key member of advisory board, facilitating growth and enhanced operations by influencing market strategy, business operations, and organizational development.

**STONERIDGE, INC.** / Novi, MI 2015–2023  
**President, Chief Executive Officer, and Member, Board of Directors**

Designed and implemented comprehensive strategy to transform multi-segment holding company into cohesive, \$950M+ global electrical engineering design and manufacturing company, driving innovation in startup-like manner. Enhanced overall business

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performance, refined processes, and elevated existing team capabilities. Led transformation of organization and culture to align with new strategic direction, having recognized need for strategic repositioning. Improved execution and establishment of high-performing business with distinct product offerings that garnered recognition from investors, customers, and market. Implemented new processes for sustainability of performance that ensured organization understands and responds to impact of quantitative data. Supported industry-leading clients by improving product quality and launching new technology. Influenced global team of 4,500 across 4 continents, directing team of 11 directly reporting to company leaders.

- **Performed initial 6-month assessment of business operations that revealed financial challenges across organization, subsequently leading large-scale strategic transformation that grew annual revenue from \$645M to \$950M+:**
  - Selected and hired new executive team, corporate strategy team, and advanced development team.
  - Created high potential (HiPo) program to identify talent and introduced succession planning.
  - Conducted comprehensive portfolio analysis leveraging industry trends, core competencies, and future value creation to drive strategic reduction of product lines through mix of divestitures and acquisitions.
  - Created and championed culture of performance that inspired comprehensive profitability analysis by business, product line, and customer.
- **Led development of revolutionary commercial vehicle mirror replacement technology, MirrorEye, recognized for its technical advancement and market impact:**
  - Established Stoneridge as pioneering leader within commercial vehicle market across Europe and US, receiving Automotive News's PACE award in recognition for innovation.
  - Secured majority market share in both North American and European markets for new commercial vehicles, resulting in annual sales exceeding \$700M after full ramp-up.
- **Revitalized client relationships** through proactive engagement, increasing customer satisfaction and industry recognition.
- **Made strategic decision to reinvigorate, rather than suspend, Brazil operations,** creating platform for growth in important region and developing mid-cost global engineering center that was instrumental in development of award-winning, pioneering MirrorEye product projected to deliver \$700M by 2028.
- **Coordinated high-value acquisitions to drive business development,** including acquisition and integration of OrLaco Inc. in 2017 that has achieved or surpassed all strategic and financial expectations while elevating technology portfolio.
- **Improved investor outreach by elevating finance organization** and engaging more frequently with investors through conferences, road shows, and investor days; transformed investor base to long-term focused growth investors.
- **Spearheaded board transformation,** implemented compliance and ethics, established diversity, equity, and inclusion (DEI) organization, and enhanced board-level oversight and functions.
- **Unified organization into single enterprise resource planning (ERP) system.**

**GUARDIAN INDUSTRIES** / Auburn Hill, MI

2008–2015

**Vice President, Strategic Planning & Innovation** (2014–2015)

Spearheaded transformation of company from regionally focused producer of commodity products to globally oriented customer-centric manufacturer of value-added goods. Developed and implemented comprehensive process that integrated corporate, market, and product development strategies into cohesive framework. Led creation, validation, and execution of corporate strategy that harmonized efforts of 4 independent regions, positioning business for long-term success through meticulous analysis of market dynamic and shift in focus to product and customer profitability, operational efficiency, and competitive landscape.

**Vice President, Business Development & Strategy | Managing Director, Asia – SRG Global** (2008–2014)

Played pivotal role in overseeing integration of acquired competitors, initially overcoming challenges arising from 2008 financial crisis. Provided strategic data for restructuring, performing comprehensive portfolio review, identifying growth opportunities, and optimizing contract pricing through leverage identification. Implemented standardized sales processes and tools, enabling business stability and significant scaling of business within 1 year while strategizing for future growth.

- **Generated 400% increase in customer base,** with 36% sales compound annual growth (CAGR) and 50% operating profit CAGR by leading strategic shift from build-to-pricing manufacturing model to comprehensive regional business in China. Expanded engineering, commercial, and manufacturing capabilities.
- **Established China business as best-in-class manufacturing facility** across quality, productivity, and capital efficiency; increased operational efficiency by 20% year-over-year (YoY) and enabled 50% capacity increase.

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- **Reduced turnover by 90% by investing in leadership development and fundamentally transformed culture of SRG China** into one of enhanced creativity, growth, and alignment with strategic vision. Implemented cultural sensitivity training, improved career advancement opportunities, and engaged employee strengths.

## Additional Experience

### **AUTOCAM CORPORATION** / Thyez, France – **Chief Operating Officer, International**

Oversaw production of international operating units providing precision machining manufacturing for automotive and medical sectors, executing product launches and enhancing short-term financial performance.

- **Successfully introduced new products that eventually contributed 40%+ of total revenue** by implementing strategic changes in engineering, program management, and customer relations.
- **Drove comprehensive culture transformation within French operations** by enhancing leadership, restructuring senior team, and implementing workforce and operational improvements, resulting in reduction of indirect staff by 40% and closure of 2 out of 5 plants.
- **Led expansion of cost-effective manufacturing site in Poland by assembling and educating strong leadership team**, establishing high standards in quality, engineering, and lean operations, resulting in 2.5-fold increase in business volume within 2 years.

### **DELPHI CORPORATION** / Paris, France – **Business Line Executive, Diesel Systems** | **Director of Operations, Diesel Systems** | **Director of Operations Integration, Diesel Systems**

Managed all facets of operations for \$1.4B global enterprise, including P&L oversight, budgeting, sales expansion, customer relations, product development, and global footprint strategy across 4 continents. Strategically drove revenue growth, allocated resources to sustain expansion, and consistently improved profitability and return on net assets (RONA).

- **Revolutionized organization by transitioning focus from Euro-centric to global perspective**, leading relocation of leadership to China to facilitate regional growth, establishing engineering center in India, and enhancing manufacturing capabilities across South Korea, Brazil, India, and China.
- **Orchestrated significant reversal in operating profit by achieving 10% reduction in manufacturing costs over 4 years**, leading and enhancing operations and process engineering across global manufacturing sites supporting \$900M in sales.

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## EDUCATION AND ADDITIONAL TRAINING

The Wharton School of the University of Pennsylvania; Philadelphia, PA – **Master of Business Administration**

University of Michigan; Ann Arbor, MI – **Bachelor of Science, Mechanical Engineering** (*Cum Laude*)

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## BOARD MEMBERSHIPS

Racing and Performance, Inc. / Los Angeles, CA – **Executive Chairman** (2023–Present)

Brandmotion / Novi, MI – **Member, Advisory Board** (2023–Present)

The Wharton School of the University of Pennsylvania / Philadelphia, PA – **Mack Institute Industry Senior Fellow** (2024)