

Jörg Trommer – Smarter Transformation

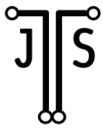
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Jörg Trommer – Smarter Transformation



EXECUTIVE INTERIM MANAGER & ENGINEERING CONSULTANT

**Business Model Transformation -
Delivered from an Automotive R&D Expert**



EXECUTIVE SUMMARY

I have a proven track record in Automotive R&D results:

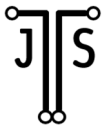
Diploma in Mechanical Engineering / Vehicle Technology of the RWTH Aachen plus more than 30 years of R&D responsibility with four major Automotive TIER 1 suppliers.

- **Leading global, international R&D teams with up to 300 engineers & technicians** across 3 regions and up to 5 sites
- **Budget responsibility of up to €40m/a plus investment budget of up to €3m/a**
- **Transformation of R&D Organizations from mechanical component to mechatronic systems developers**
- Defining and establishing a flexible, agile and dynamic Engineering organization structure, skill-set & processes to cope with demands and requirements for “state-of-the-art” AWD, Electric- and Hybrid Driveline products and systems, including establishing and developing competencies in areas of Mechatronics, E/E components, Software & Controls development, Vehicle Dynamics and System Integration / -Engineering. **Winning and delivering AWD, Hybrid- and Electric Drive application & development projects for customers like JLR, PSA, Porsche, FCA and BMW**
- Successful development and program management of new complex mechatronic driveline-, chassis- & transmission components, technology and systems from advanced concepts to launch, ensuring in-time, in-quality and in-budget / cost target launch. **Winning and delivering the first “Driveline System” programs for GKN, the Fiat Panda 4x4 driveline system in 2000 and the Renault Kangoo 4x4 driveline system in 2003**
- Defining and implementing new product & process-specific strategies, technology- and product plans, customer roadmaps. Main contributor to developing and implementing the **GKN Driveline “Trans Axle Strategy” with focus on open differentials, increasing the business from GBP 20m in 2009 to GBP 220m in 2016.**
- Successful integration of M&A (R&D) businesses, performing from early due diligence to post-merger-integration
- Introduced "Lean Product Development" principles and “Innovation Management” to the global engineering function. **“Best Practice Award”** in “Lean Innovation” from RWTH / WZL Aachen in 2011; **“Innovation Award”** from the city of Bad Homburg in 2014
- **Graduated Master Mechanical Engineering RWTH Aachen, Fluent, near-native English and basic French language skills**

But I can also transform Business Models:

Proven successes in the development & implementation of new market strategies, build up of new business areas for mechatronic systems / e-mobility including adjusted organisational structures, methods and processes.

- Executive C-Level roles & tasks / Interim CTO
- Enhancement of R&D / business organizations, transformation, restructuring, globalization
- Execution M&A / PMI
- Creation / implementation of business plans and corresponding technology / product roadmaps
- Optimization of (new) business- and R&D processes, -methods and -tools (e.g. AGILE, Lean PD)
- Crisis Management / Leading Task Force Teams
- Implementation / enhancement of Innovation- & Knowledge Management
- Implementation of (new) customer / legislation requirements (e.g. ASPICE, ISO26262,...)



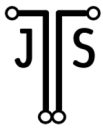
From April 2020 onwards: Executive Freelancer Engineering Consultant & Interim Manager focused on Business Model Transformation!

I prepare for you sustainable, innovative, customer focused business models with:

- future oriented (digital) business strategies
- identification of new business areas / M&A targets
- a sustainable competitive product portfolio
- an adjusted, suitable organisation- and leadership structure
- product & service innovations your customer will value

EMPLOYMENT HISTORY (OVERVIEW)

April 2020 - today	Freelancer Executive Engineering Consultant & Interim Manager
January 2018 - September 2020	Chief Technical Officer CTO Nidec Automotive Europe Nidec Motors & Actuators GmbH (Leading automotive supplier of electric motors & mechatronic actuators and electric pump systems, annual Automotive Sales of \$2.500m, 110.000 employees worldwide)
April 2016 - September 2017	Global Engineering Director Business Unit Transmission HILITE International GmbH (Leading automotive supplier of mechatronic components & solenoid valves for ICE and transmissions, annual Sales of \$650m, 1.500 employees worldwide)
Jan 2014 - March 2016	Product Development Director Europe AAM American Axles & Manufacturing Germany GmbH (European subsidiary of US automotive supplier AAM, producing driveline components and -systems, annual Sales of €3,8b, 12.000 employees worldwide)
Oct 1989 - Dec 2013	Various Roles - GKN Driveline (one of three Divisions of the UK based Engineering company, producing driveline components and -systems, annual Sales of GBP 4b, 23.000 employees worldwide)
May 2010 - Dec 2013	Head of the Research & Product Development Centre, Germany GKN Driveline International GmbH (German subsidiary of GKN Driveline)
Dec 2008 - May 2010	Global Product Technology Director for Trans Axle Solutions GKN Driveline International GmbH (German subsidiary of GKN Driveline)
Jun 2005 - Nov. 2008	Global Engineering Director GKN Driveline Torque Technology Group TTG (product specific subsidiary of GKN Driveline, specialized in the development and production of AWD systems and -components, GBP 400m annual Sales, 2.000 employees worldwide)
Oct. 1989 - May 2005	Various Engineering-, Business Development-, Sales and Program Management Roles GKN Driveline International GmbH



EMPLOYMENT HISTORY (DETAILS)

January 2018 -
September 2020

Nidec Motors & Actuators GmbH

(Leading automotive supplier of electric motors & mechatronic actuators and electric pump systems, annual Automotive Sales of \$2.500m, 110.000 employees worldwide)

Chief Technical Officer CTO Nidec Automotive Europe

Reporting to the CEO of Nidec Automotive Europe and the Global VP Engineering, the role of the CTO Automotive Europe is to lead a team of close to 300 engineers & technicians in 3 business units and five locations in Europe to develop the next generation of electric automotive motors ranging from 50W to 150kW, as well as electric water- and oil-pumps and Hybrid- / Electric Traction Motors and e-Axles. Main task is transforming the R&D organization from mechanical motors and pumps to mechatronic actuator systems incl. E/E HW and SW, system engineering and controls development. This includes establishment of new skills and competencies and the corresponding organization structure, processes and tools.

First success is the nomination of two mechatronic systems business worth about €50m/a sales each for both NMA and NGPM.

April 2016 -
September 2017

HILITE International GmbH

(Leading automotive supplier of mechatronic components & solenoid valves for ICE and transmissions, annual Sales of \$650m, 1.500 employees worldwide)

Global Engineering Director Business Unit Transmission

Reporting to the Executive Vice President Business Unit Transmission & CEO, the role of the Global Engineering Director is to lead a team of 120 engineers & technicians in three locations (Nürtingen / Germany, Orion / Michigan / USA, and Shanghai / China) to develop and implement new product & process developments around solenoid valves in automotive automatic-, hybrid- and electric transmission applications from advanced concepts to series production.

The creation of a short-, medium and long term roadmap and the creation of global modular solenoid valve building blocks helped to create cost competitive design and business awards in China, US and Europe worth several €m annual sales.

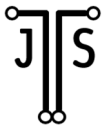
Jan 2014 -
March 2016

AAM American Axles & Manufacturing Germany GmbH

(European subsidiary of US automotive supplier AAM, producing driveline components and -systems, annual Sales of €3,8b, 12.000 employees worldwide)

Product Development Director Europe

Reporting to the President of AAM Europe and in matrix to the AAM Global VP Engineering the role of the Product Development Director is to lead European customer specific application developments for Commercial Vehicle Axles, Passenger Cars axles and AWD systems and electric / hybrid driveline products



(including electronics, actuators and corresponding controls and software development, system integration and - engineering). Leadership of in total **120 engineers and technicians** in 4 locations in Germany, Poland, Scotland and Sweden with an **annual budget of in total €20m**. The role also includes the technology roadmaps for the European OEM´s as well as strategic advanced product development activities with the AAM Global Corporate Engineering. **As a result of the recent business wins the AAM Europe Sales will grow from €100m in 2014 to €250m in 2018 (including first win of Electric Drive Transmissions with launch in 2018).**

**Oct 1989 -
Dec 2013**

GKN Driveline

(one of three Divisions of the UK based Engineering company, producing driveline components and -systems, annual Sales of GBP 4b, 23.000 employees worldwide)

**May 2010 –
Dec 2013**

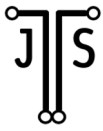
GKN Driveline International GmbH (German subsidiary of GKN Driveline) Head of the Research & Product Development Centre, Lohmar, Germany

Reporting to the Global Engineering Director the task is to lead the main driveline R&D Centre in Lohmar, Germany, as a “quasi profit centre”, with a total of 330 engineers and technicians. The RPDC Lohmar is the product lead centre for advanced CVJ systems, sealing systems, material development, eLSDs, eDrive systems and AWD disconnect technology with an **annual budget of €50m**. The RPDC Lohmar is a self-sufficient site with capabilities in prototype manufacturing, metallurgy and metrology lab, component and system rig validation testing and vehicle / NVH testing. Main achievements were a with successful track record of meeting KPI´s, budget targets and generating sales, establishing **“Mechatronic”, “Software Development & Validation” and “Driveline System Integration / Engineering” expertise** (E/E components, electronics, simulation, hydraulics, actuators, sensors, electromagnetics, software...) and creating, motivating and evolving **“high performance teams”**, successful leadership and empowerment of cross-regional engineering teams. **As a result the RPDC Lohmar teams won major development contracts for AWD, Electric- and Hybrid Drive applications around the world (including customers like Porsche, BMW, PSA, FCA, GM and JLR)!**

**Dec 2008 -
May 2010**

GKN Driveline International GmbH (German subsidiary of GKN Driveline) Global Product Technology Director for Trans Axle Solutions

Reporting to the Global Engineering Director, the Product Technology Director defines the strategic product-development direction, develops roadmaps and product plans and agrees the Product Strategy and Business Plan with the other departments (Manufacturing Engineering, Purchasing, Commercial, Finance). Within Trans Axle Solutions there are, in total, approx. 40 product specialists at six locations (LOH, AUB, TOC, BRU, KOP, TSH) to develop the next generation of open differentials, passive LSDs, ELSDs, and lockers with an annual budget of around GBP 10m. Main achievement was developing and implementing the **GKN Driveline “Trans Axle Strategy” with focus on open differentials, increasing the business from GBP 20m in 2009 to GBP 220m in 2016.**



Jun 2005 - **GKN Driveline Torque Technology Group TTG (product specific subsidiary of GKN Driveline, specialized in the development and production of AWD systems and -components, GBP 400m annual Sales, 2.000 employees worldwide)**

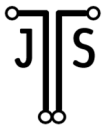
Nov. 2008 **Global Engineering Director**
Reporting to the Managing Director Torque Technology Group, the role of the Engineering Director was global in nature, encompassing all aspects of engineering activity for TTG. This included management of budget, resources and IPR across all sites, leadership of new product-development activity from concept to production, engineering support for customer-application programmes and management of technical facilities, equipment and investments. **This included the leadership of, in total, 250 engineers at 4 sites with an annual budget of GBP 17.7 Mio.**

Oct. 1989 - **GKN Driveline International GmbH**
May 2005 **Various Engineering-, Business Development-, Sales and Program Management Roles**

- **Application Engineering & Commercial Director GKN Driveline Torque Technology**
- **DriveTek Engineering & Commercial Director Europe and Asia/Pacific**
 - Winning and delivering the first AWD driveline system programs for GKN Driveline, the **Fiat Panda 4x4** with SOP in 2000 and the **Renault Kangoo 4x4** with SOP in 2003”
- **Application Engineering Manager for Propshafts, Liaison Engineer for Visteon**
- **GKN Glaenzer Spicer, France: Programme Manager Propshafts**
 - Development, launch and production support of the first composite driveshaft for the Renault Espace Quadra with SOP in 1992
- **Project Manager Development CVJ & Propshafts**
- **Project Engineer Development CVJ & Propshafts**

Education:

Oct 1983 - **RWTH University of Aachen, Germany**
Sep 1989 Dipl. Ing. (Graduated Master in Engineering) in Mechanical and Automotive Engineering



Continuous Training:

- Various “Leadership Development” programmes
- Basics in Electronics- and Software Development, Automotive SPICE / CMMI Training, Functional Safety ISO 26262
- Successful certification of GKN course “Financial Awareness for Non-Finance people”
- GKN internal one-year training and successful certification of “Master Continuous Improvement Leader” (Lean Management)
- Various trainings in “Lean Product Development” & “AGILE” Engineering Processes
- Schulung in der „AGILEN“ Produktentwicklung (Scrum, Kanban,..)
- Basic Training in Automotive SPICE / CMMI and Functional Safety ISO 26262
- Certified Professional SCRUM Master I
- Certification “Interim Executive” of the European Business School EBS, Wiesbaden, Germany

Language Skills:

- German Mothertongue
- Near-Native English in
- Fluent French

IT:

- Skilled User of Microsoft Office Products