

Klaus J. Steinhauser

BRAZILIAN, 59 YEARS OLD, MARRIED, 2 CHILDREN

Leaving in Santo Andre – Sao Paulo State - Brazil

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Objectives:

Interim C-LEVEL / CRO- Restructuring / COO / Plant Director / General Manager / Managing Director

Career

I am a reputable Senior Interim Manager – C-Level proven track record by over 38 years experiences in Manufacturing, Automotive Industries – (OEM's, Tier 1, auto parts), Food & Retail Industry, FMCG market, Defense, Chemical, Metal Mechanic, Plastics, Textile industry, Private Equity and family Business, Financial Services, Consulting (Strategy and Implementation).

International career developed in medium and large companies from all cultures in NAFTA, ASIA, EUROPE and AMERICAS – 12 countries.

Last 7 years from 2016 to 2022 in charge of 25 projects of restructuring worldwide covering all aspects of Operations, Finance, Administrative and Customer relationship, involved in high level negotiations and Companies in financial Stress.

General Background

I am Brazilian, 59 years old, Mechanical Engineer, Post Degree in Automotive Engineering and in General Administration, MBA in Business Management, Certified Advisory Counselor with extensive grid of professional trainings.

Senior Interim Manager by over 12 years, delivering knowledge & experience oriented to reduce costs and increase profit, through the application of contemporaneous tools and methodologies to create a competitive, reliable and better work environment.

Last positions in my country were Senior Corporate Quality Assurance Director in charge of 5 plants manufacture globally and as Interim Chief Restructuring Officer- CRO responsible for 6 plants for FMCG and Retail food Industry and Associate / CRO Chief restructuring Officer for a Textile Company.

Experience and years of rising career in small, medium and large Industrial market.

Complete mastery of World Class Manufacturing in Operations (WCM) and its support areas (Product Development – R&D, Processes Engineering, Quality Assurance & Environmental, Purchasing, Logistics, HR, Finance, Supply Chain, Maintenance, Lean Manufacturing, Six Sigma , Kaizen Projects, Plant performance improvement).

Great skill in training and high performance teams management.

15 years with effective participation as a member of the Board and representative of top management.

Young profile, trainer, owner vision, with strong inclination to control companies in crisis and financial stress or even greenfield.

Great expertise and overall management of the company's activities, developing and implementing strategies in Commercial, Administrative, Financial, Operational and overall Business.

Expertise in management, process optimization, action plan to improve results, restructuring and corporate recovery, development, and implementation of strategic plans, tactical and operational KPIs Key performance indicators.

Great resourcefulness and ability to exploration, trade negotiations of large-scale and complexity (B2B), with organizations of various sizes and segments.

Full Management of P&L, Budget, expenses, costs, investments, Compliance and Risk.

Expertise and strong in management, implementation and maintenance of Standards like ISO 9001, ISO 14001, IATF 16949 and VDA 6.3 as well as all customer requirements on field of ESG - Environmental Social and Governance combined with WCM -World Class Manufacturing requirements from demanded customers worldwide.

Very good knowledge in Digitalization with several projects implemented into shop floor (Manufacturing Operations) as well as in R&D optimizing resources as time and money been more effective in many aspects of technology.

Experience in (M & A) mergers and acquisitions, start-up, business plan formatting and development budgets and financial projects.

Scholarship:

- 1983 to 1988, Mechanical Engineer Degree, FEI, Sao Paulo - BR
- 1990 to 1991, Post Graduated in Automotive Engineering – FEI, São Paulo - BR
- 2009 - 2010 - MBA in Business Management (FGV) Fundação Getulio Vargas, São Paulo – BR

- **Committees and Associations:**
 - SAE BRASIL for subjects vehicle development area.
 - A.E.A (Automotive Engineering Association), with presentations in Comfort and Suspensions System Cases.
 - CBS (Brazilian Ironworks Committee) and ABNT; establishment of standardization criteria for laminated steel requirements.
 - ANFIR (National Association of Roads Implements Manufacturers): Presentation of Proposal for National Creativity and Competitiveness Program.
 - SINDIPEÇAS : Participation from the Implementation of Productivity and Quality Brazilian Program.

Languages:

- Portuguese as mother Tongue
- English – fluent
- Spanish – advanced
- German – Basic

Skills / Certifications / Courses:

- Production Administration (FEI).
- Theory of Constrictions (Enfoque Consulting).
- Kaizen (TBM Consulting).
- Just in Time (IMAM).
- Total Quality for executives (SENAI).
- VDA 6.3 – AUDITOR – IQA INSTITUTE
- FMEA (Failure Mode and Effect Analysis).
- SPC (Advanced Statistic Process Control) – TRW Automotive
- Global APQP
- Global 8D
- QSB (Quality System Basic) – Fiat & GM
- DOE (Design of Experiments) - Reliasoft
- Auditor CQI – 9 Heat Treatment Process
- Auditor CQI -11-12 Surface Treatment Process
- Auditor CQI – 15 Welding Process
- Product Security – Qmax (O&M specific requirement for Risk Management)
- Lean Manufacturing – Staufen Consulting
- Advisory Counselor - FGV

• Projects:

- Total of EUR 390 Million in Cost Saving involved in Companies Restructuring

Work Experience:

KJS Business Partner & Consulting- Brazil

Since Feb 2011

Managing Partner and CFO

Several Projects for medium companies including Financial services; M&A activities, Valuation; Due Diligences; Asset and Contracts Management; Cost Reduction Plans; Investments, Expenses and Budget Management; Business Modeling; Investors and Shareholders relations; Liabilities negotiations with Banks and other Creditors; Project Finance; Controlling ; Treasure ; Cash Flow Management; Turnaround, Crisis Management, Restructuring.

EXCELLANCE (Turnaround Management) – From Nov, 2023 to Aug, 2024

ASSOCIATE / INTERIM CRO at Leao & Jetex a Textile Company located in Brazil

In charge com Operations, Sales & Marketing, Finance and Cash Flow

Complete company reshaping, cost reduction, increase margin, reorganization chart, RH on demand implementation, S&M Restructuring, deployment from Strategy to operational , Supply Chain, Production and Quality improvements.

PAKNAM.Co (FMCG and Chemical Industry) – From Aug. 2022 to March 2023

Interim CRO – Chief Restructuring Officer in charge of Business Transformation, Operations Restructuring, Business Assessment, KPI's reviewing, SWOT, Business Plan review and Deployment, Cost Reduction Projects, Lean Manufacturing Implementation.

ARYZTA GROUP (By Atreus GmbH) – Food Industry – From March to September 2021

Interim CRO – Chief Restructuring Officer in charge of Operations Turnaround, Change Management for 6 Plants in Brazil in all areas of the business. Preparation for the M&A / Transition for Company Sale / Cost Reduction Projects, P&L, assuring US\$ 12 Million EBITDA in 2021. Delivered US\$ 10,5 Million saving costs in 4 months.

Protev International GmbH/ Protev Group ASIA; EUROPE, CENTRAL AND SOUTH AMERICA

Manufacturing Companies Restructuring / New Product Launching / High Level Escalations from Demanded Customers Worldwide; Quality Assurance ; Plant Management ; Operations Performance Improvement
From March. 2016 to December 2020

Senior Partner / Global Consultant Project Leader / Senior Interim Manager / Program Manager / Quality Director / Plant Operations Manager

Automotive Lighting, - Marelli Group – Mexico , Project supporting high level escalation for Mercedes Benz

From Jan. 2020 – April 2020

Senior Interim Management Consultant / QMS Expert

Schlemmer – Brazil

Support for Kronberg & Schubert Germany

Oct 2019 – Nov 2019

Senior Interim Manager

Valeo Thermal Systems - MEXICO

San Luis Potosi – MEX

May 2019 – Jul 2019

Senior VPS Manager / BU Turnaround Operations

Automotive Lighting, - Marelli Group -Lighting Systems , Projects for VW , AUDI and BMW Cd Juarez - MEXICO

From Nov. 2018 – Feb 2019

Senior Interim Management Consultant / Program Manager

Novares Group, Chihuahua – MEXICO

Project BMW G05/06/07

From Jun. 2018 – Nov 2018

Senior Program Director

ADS - Advanced Decorative System, CHINA and HUNGARY Plants solving problems from suppliers and supporting customers in Germany, France, Tunisia, Austria, Czech Republic, Slovakia

April 2016 – October 2017

Senior Quality Director; Process Improvement Manager; Senior Interim Manager; Turnaround and Business Restructuring / Plant Manager

CRW Plastics Group – Brazil , USA, Slovakia

April 2015 - November 2015

Senior Corporate Quality Assurance & Environmental / Chief Restructuring Officer

BRAZILIAN GROUP – Private Equity

March 2014 – December 2014

Senior Director / Chief Restructuring Officer / Freelancer by KJS Business Partner

Pematec Triangel São Paulo – BR – Sun Visors , Head Support , Seat Systems, Roof , Trim Door, Carrier backpackage

March 2011 - March 2013

Director of Quality & Environment and Continuous Improvement, Risk Management, Supply Chain and Strategic Planning

Interim General Plant Manager and Member of Board of Directors

Transtechology (TTB) , São Paulo – BR – Stamping and Fasteners acting in Germany for meetings with customer and Auto Parts Fair

From December 2005 to February 2011

Corporate Senior Manager of Quality & Environment and Continuous Improvement; Senior Manager of product, Process Engineering and Lean Six Sigma ; Member of Advisory Board

ZF TRW – Steering Systems acting in France and Germany on Management Meeting Review, transferring technology, new product development and Quality & Engineering Annual Meeting

From March 2004 to September 2005

Senior Manager of Quality & Product and Process Engineering / Member of the Board – Reginal Site

Volkswagen, São Paulo - BR – New Cars Launching (Anchieta , Taubate and Curitiba Plants)

March 1999 – December 2003

Process Team Leader at Advanced Manufacturing Engineering

Strategic Planning Team Leader

Thyssen Krupp, Bilstein – Suspension Systems

October 1994 - October 1998

Key Account Manager; Program Manager (Sales & Marketing with Product Engineering integrated)

Presstécnica Ltda – Cold Forming - acting in USA for new process technology, suppliers and customer meetings

From June 1992 to June 1994

Head of Quality / Lean Manufacturing Manager

NHK / Rassini - Suspension Systems

From November 1988 to October 1991

Senior Engineer / R&D Manager

TRW do Brasil S/A -Engine valves

From Jan 1986 to November 1988

Trainee Engineer – Quality and Productivity Coordinator