

June 8, 2022

Dear All,

If you are looking for a vision-driven, goal-focused entrepreneurial executive with a proven history of innovation, people development, managing complexity, growth and achievement over the whole value chain, you should continue reading this letter.

Throughout my 20 years' career, I have established a reputation as a transformational leader who is driven by challenge, undeterred by obstacles, and committed to furthering standards of excellence. My expertise encompasses all aspects of the business, engaging people and leading with End2End thinking & process focus. Further, my ability to build consensus among executive teams and stakeholders to promote transparency and influence positive change has been repeatedly proven. I look forward to bringing these strengths and more to my new team and colleagues.

Please consider the following highlights of my qualifications:

- Leading & executing the integration of two world leaders in the industry – highly experienced in various global M&A projects.
- Leading the main region EMEA with full P&L responsibility. In this "CEO Role" I had the full cross-functional responsibility and empowered a team to succeed in a very competitive environment with innovations, process excellence, cost control, agile management, team-driven culture and dedication.
- Leading Global Operations incl. Supply Chain Management, Strategic Procurement, Make or buy decisions, global Footprint strategies.
- Leader of the Business Excellence Program – trained as a Lean Black Belt – with various trainings and collaborations with Japanese partners – the Toyota philosophy is part of daily live.
- Managing customer projects in various industries as a consultant / project manager with focus on business strategy, commercial & business development and End2End value chain.

My experiences are in the automotive & chemical industry, fast moving consumer goods & general industry – mainly with advanced products & high complex portfolios. Both with Production and Trading.

I mainly worked for mid-size stock listed and private companies with sales of 1-2 BN Euros. I am looking forward to contribute in challenging environment – also e.g. in corporate start-ups, Board of Directors.

I am driven by working with people and to add value to an organization and business. Not by titles or status.

I look forward to meeting with you and learning more about your opportunity. And also sharing more of my strengths and people skills with you. Until then, thank you for consideration and I am happy to answer you any questions you may have in the meantime.

Sincerely,

Tobias Gruener

Enclosure -CV