



Company Overview

Expertise you can count on, outcomes you can measure.

Q4 2025

We are manufacturing experts who combine deep expertise and best practices from around the world

Our region-specific experts SOLVE REGION-SPECIFIC PROBLEMS

300+ consultants
1,000+ projects
60+ countries



We come from elite manufacturers and professional services firms to BRING YOU MORE VALUE

Manufacturing



NISSAN

EAT•N



BOEING



DAIMLER TRUCK

Professional Services

McKinsey & Company

EY Parthenon

KPMG

HR HARBOUR RESULTS INC.

Grant Thornton

We are BIASED FOR ACTIONS that improve your performance



Ambe is **your idea partner** whether we are on a project or not



We work together to **turn ideas into actions**



We measure success on **your performance** – we deliver measurable results

We offer a full range of hands-on operations consulting & implementation support

OPERATIONS

- **Operational excellence:** Throughput/ OEE, quality, ramp-up & industrialization, ...
- **Supply chain & logistics:** Supplier recovery, qualification & industrialization, S&OP¹, ...
- **Maintenance & TPM:** PM/CBM* programs, critical spares, AM, MTBF/MTTR improvement, ...

PROCUREMENT

- **Supplier Risk Management:** Assessment, qualification, (re-)sourcing, ...
- **Commodity Strategies:** Supplier strategy, Cross-functional collaboration, ...
- **Material cost optimization:** technical & commercial levers for direct & ind. material
- **Purchasing strategy & performance:** transformation of purchasing organizations

INTERIM MGMT. & STAFFING SOLUTIONS

- **Interim Leadership:** C-suite or Mid-level Mgmt.
- **Niche staffing:** White or grey collar experts
- **Direct hire:** Talent acquisition, temp-to-hire

CRISIS MANAGEMENT & TASK FORCE

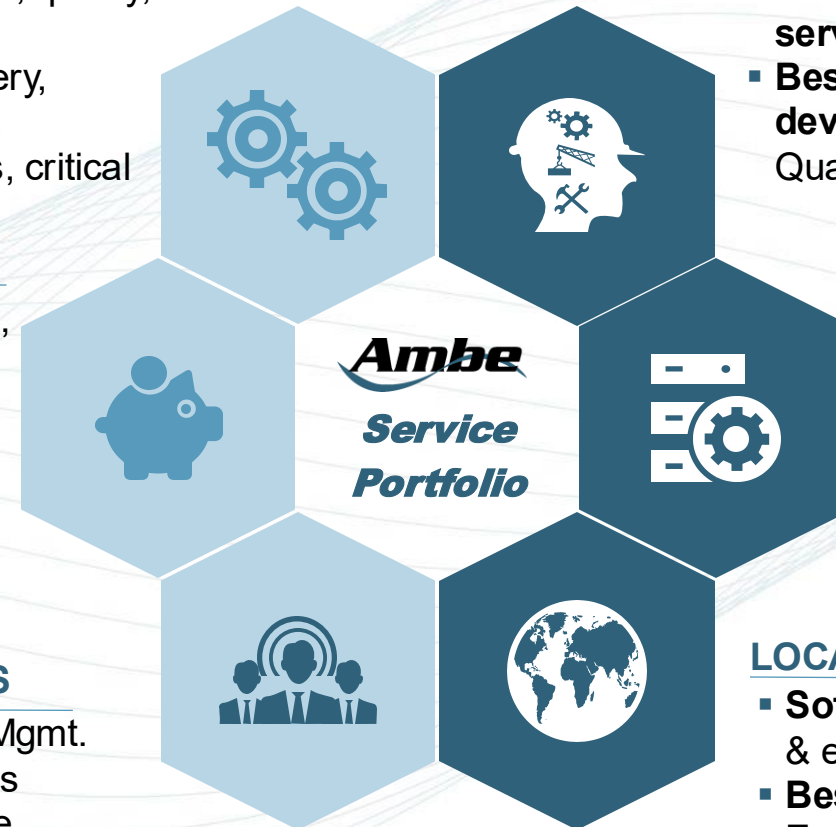
- **Plant turnaround and distressed management services:** Task force, restructuring, wind-down, ...
- **Best in class supplier management org. and development:** Organizational design, KPI / Quality recovery, sub-supplier management, ...

AUTOMATION / DIGITAL MFG.

- **Factory / Warehouse Automation:** Robots & motion, integration, commissioning; AMR/AGV; AS/RS, conveyors. ...
- **MES/WCS:** Scheduling, dispatch, traceability; WCS orchestration, ...
- **IT/OT Strategy:** IIoT sensor implementation, network segmentation, digital twin, roadmap creation...

LOCALIZATION & RELOCATION

- **Soft-landing / tariff mitigation support:** Plants & entire companies in US, Mexico, Europe, ...
- **Best cost supplier search:** Mexico, Brazil, India, Eastern Europe ...
- **Relocation:** Plants, suppliers, shared service ...



1 | Sales & Operations Planning

We consider ourselves an extension of the COO's office for manufacturing companies



Integration Leader / COO

- **Interim COO Services:** Experienced leaders manage operational turnarounds, performance, and strategy
- **Operational Due Diligence:** Assessment of operational processes to identify risks and opportunities, ensuring informed investment decisions
- **Value Creation Strategy:** Create plans that drive efficiency and cost savings aligned with PE Sponsor goals

Functional Leadership

- **Department Management:** Oversee critical functions to optimize performance and align with strategic priorities
- **Performance Improvement:** Manage the implementation of executive initiatives
- **Value Creation Organization:** Organize cross-functional teams to drive change across organization

Tactical Execution and Niche Staffing

- **Cost Program Implementation:** We help realize the performance improvement initiatives
- **Launch and Crisis Support:** On-the-ground support for product launch, plant launch, and operations optimization
- **Niche Staffing Solutions:** Specialized talent for crucial operational areas (i.e., process engineering, supply chain, manufacturing)

Our consultants deliver results for manufacturers



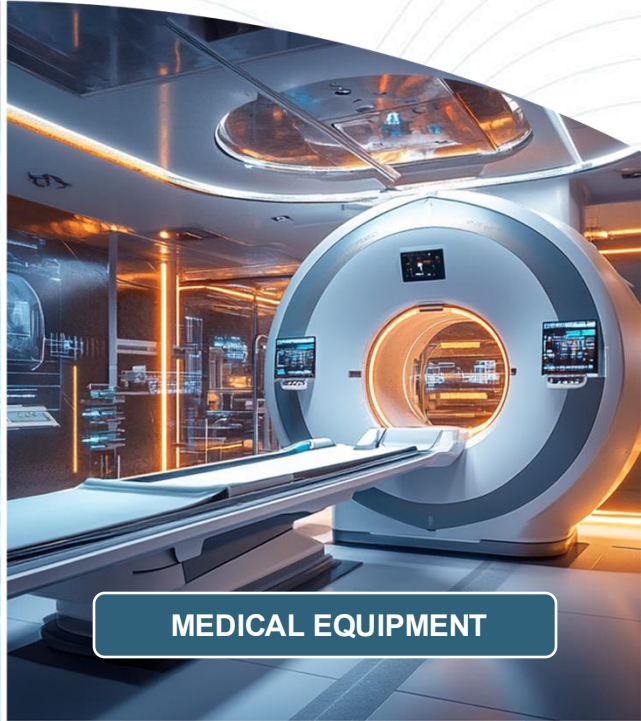
AUTOMOTIVE/ COM. VEHICLE



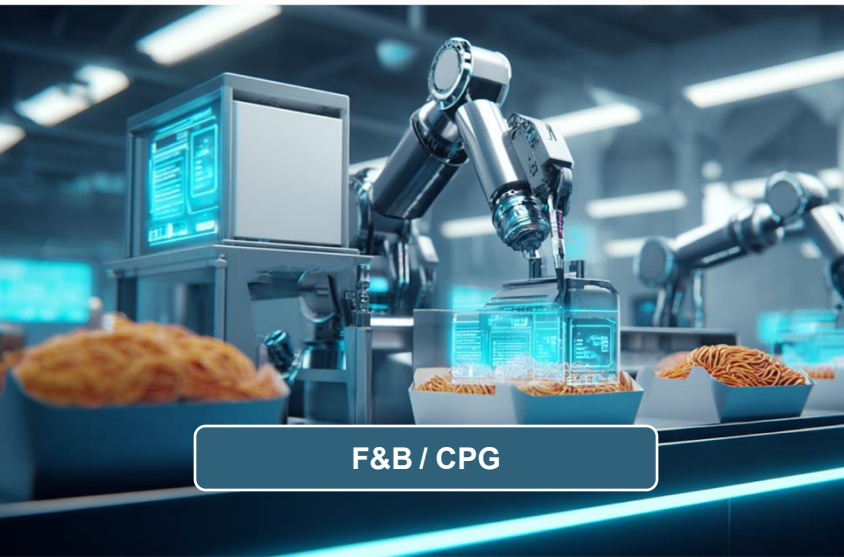
AEROSPACE / DEFENSE



INDUSTRIAL / HVAC



MEDICAL EQUIPMENT



F&B / CPG



CONAG/ OFF-ROAD



SPECIALTY CHEMICALS

Over our 20+ years of existence, we have established a global consultancy with distinctive service offerings

2001



Automotive industry expert Sanjiv Shah **found Ambe** with the objective to **support critical automotive suppliers in crisis management** support, rapid performance improvement and niche staffing solutions

Expansion to **Mexico**



First projects in Europe and Asia

Expansion to **India**



First projects in Aerospace & medical equipment

Expansion to **Brazil**



Launch of strategic partnerships

Prime  Progression *Best cost country sourcing India*

DigitalHire *AI hiring platform*

2024



Foundation of **Ambe Europe**

Growth of **consulting service portfolio**

- Profit transformation
- Product optimization
- Strategy

Expansion of **partnership network**

Our management team brings decades of manufacturing operations, consulting, and procurement experience



Sanjiv Shah
CEO

- Founder & CEO, Ambe
- Director of Purchasing & Supplier Quality, Textron
- Director Purchasing, Collins & Aikman
- Technical Specialist Product Design, Ford

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David Jerneycic
President NA

- Managing Director, EY-Parthenon
- Partner, Jacket River Consulting & Capital
- Management Consultant, McKinsey & Co
- Plant Manager, Brad Foote Gearing / Broadwind Energy

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Ulf Nordmann
Managing Director EU

- CEO, Geico Taikisha GmbH
- Head of procurement CAPEX global, Mercedes-Benz AG
- Head of procurement NPM Nafta, Eastern EU, Spain, South Africa, South America, Mercedes-Benz AG
- Head of procurement, TollCollect GmbH

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Martin Stadelmeyer
Managing Director

- Head of Purchasing, Daimler Truck & Bus in MX
- Head of Supplier Quality, MB Cars in MX
- Head of Localization & Restructuring project, MB Vans China
- Sr. Associate, MBTech Consulting

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Mike Shannon
Managing Director Automation

- Director of Automation Solutions, SRSI
- Principal Consultant, Chalmers St Consulting
- Senior Manager, CDW
- Distribution Manager, Owens & Minor

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Enrique Castillo
Managing Director MX

- Sr. Consulting Partner, BMAS Consulting Queretaro
- VP Latin America, A. Schulman CPC B.U.
- General Manager MX, Peter-Lacke GmbH
- GM and Director of Bus. Dev., Spraylat Corp.

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James Ricci
Managing Director

- Partner & CTO, Harbour Results
- Director, KPMG US
- Managing Director, Harbour Consulting
- Honda of America (multiple roles)

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Alejandro Veraza
Managing Director

- Managing Regional Director, TI Automotive
- Industrial Engineering & Assembly Manager, VW Mexico
- Production Director, Continental MX

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Edgardo Manriquez
Managing Director BRZ

- Latam Quality Director CNHI - Brazil
- Quality Senior Manager Mercedes Benz Brazil
- Quality Senior Manager Mitsubishi FUSO Japan
- Quality Senior Manager Daimler Trucks

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Justin Fragnoli
Director

- Global Director Supply Chain, Managed Programs, LLC
- Production Manager, Managed Programs, LLC
- Program Manager (OEM), Penske Vehicle Services
- Strategic Analyst of Business Planning, Penske Vehicle Services

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Oscar Lopez
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- Engineering Project Manager, Gestamp
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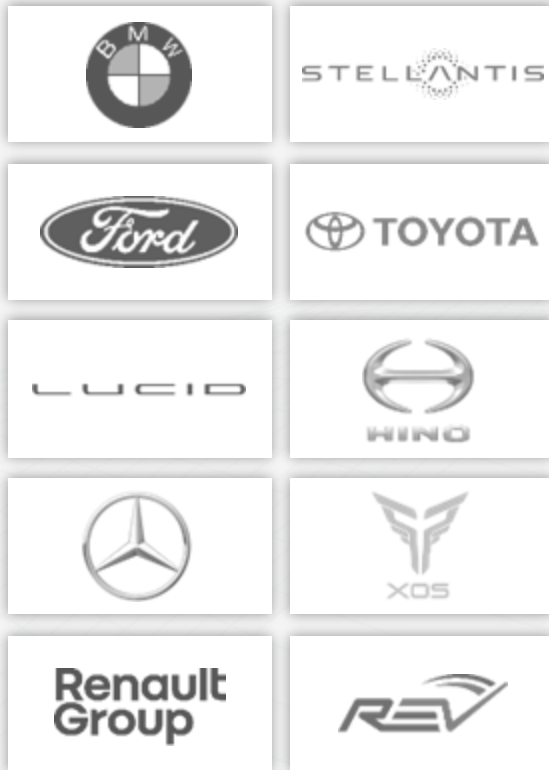
Shashank Raj.
Director

- Sr. Associate, Ambe
- Sr. Financial Analyst – Global Finance & Strategy, Aludyne
- Financial Analyst, Cooper Standard Automotive

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We serve hundreds of clients, including several of the biggest manufacturing players

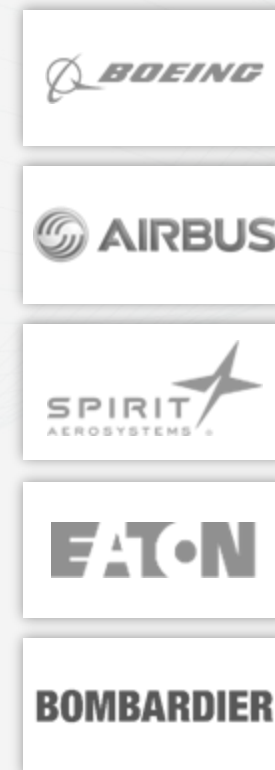
AUTOMOTIVE OEMs



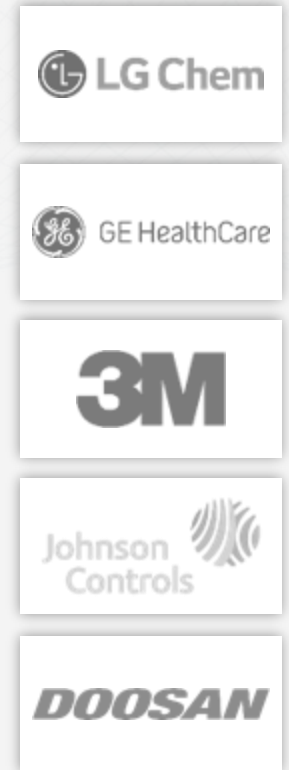
AUTOMOTIVE SUPPLIERS



AEROSPACE



INDUSTRIAL



Why Ambe?



Specialized Shop-Floor Talent: Deep expertise across diverse manufacturing environments, equipped to address and tactically execute on specific operational challenges efficiently; in-house staffing support enhances service delivery from the shop floor to the C-suite, augmenting existing leadership and functional teams



Extensive OEM and Supply Chain Experience: Highly experienced solving complex problems directly with equipment manufacturers and Tier-N suppliers in automotive, aerospace, industrial, agricultural, specialty chemical, and consumer goods companies



Strong Global Presence: Local consulting teams with deep networks and regional expertise in US, Mexico, South America, Europe, and Asia to provide effective, culturally aligned solutions at industry leading speed



Agile Execution and Pricing Models: Able to deploy rapidly (24-48 hours) to support both large, multi-site operations and smaller, single-site family-owned firms within a flexible economics model that is predicated on “win-win”

Our Credentials

Situation



Crisis Management + Niche Staffing
Safety Critical Fasteners



Profit Transformation + Cost Takeout
Tier 1 Seat Frame Plant

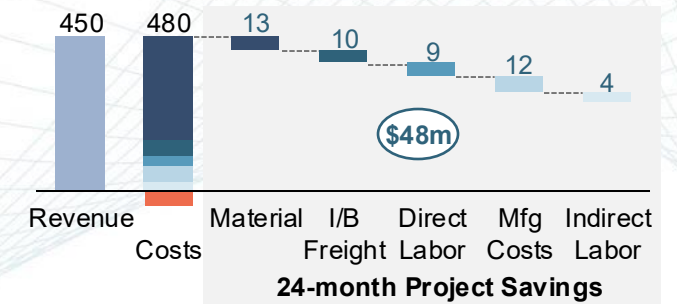
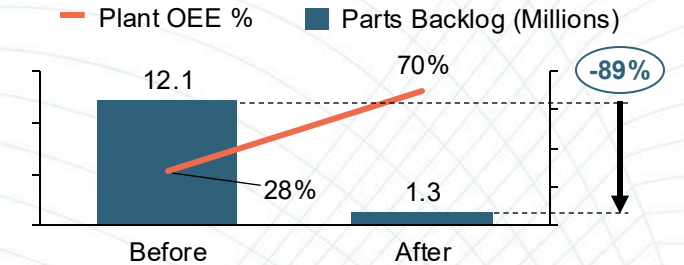


Manufacturing Throughput Support
Medical Device

What we did

- **Directed and supported, all aspects of operations**, including manufacturing, quality, supply chain, **logistics on 24/7 basis**
- **Led operational improvement** activities including OEE, FTT, inventory accuracy, material availability, SMED, employee training, and visual management.
- **Provided temporary resources** in material handling, logistics, shop floor supervision, customer service, and material planning
- Designed and launched **detailed recovery plan for \$450m revenue business** with (30m) operating loss
- Assigned dedicated resources to working team, **driving daily improvement to major business KPIs**
- **Achieved \$48M improvement in operating profit within 24 months**, with an additional \$5M identified for following 12 months
- Engaged to increase production due to inefficient production cells featuring unplanned downtime impacting company sales
- Provided expert resources for controls, automation, and operational improvement support
- Operated as 3rd party engineering firm to revise production line controls
- Assessment required implementation of data and sensors to optimize a solution that was FDA compliant

Outcome



- **\$20M** additional monthly revenue improvements identified
- **3+** operational improvement projects conducted
- **5+** Facilities adopting project implementation findings