Reference Letter for Sven Zeh

Head of PMO Hydrogen

Schaeffler Technologies AG & Co. KG
November 1, 2021 - December 31, 2024

20th October 2026, Dortmund
To Whom It May Concern,

I am writing to confirm Sven Zeh's contribution as Head of PMO Hydrogen at Schaeffler Technologies AG & Co. KG. We worked together from November 1, 2021 to December 31, 2024, when I served as Director of R&D Hydrogen Industrial/CTO at Schaeffler. I currently serve as Chief Technology Officer at Redox One, registered as managing director (Redox One GmbH geschäftsführer), a position I have held since May 2026. This reference is based on my direct professional experience and knowledge of his work.

Mr. Zeh's role was a staff function reporting directly to division management. He was responsible for establishing the PMO function for the newly created Hydrogen division. Within the development organization (in 2024 around 40 fte), he introduced efficient project management methods with the objective of standardizing our development process, reducing development lead times, and streamlining where possible in the Schaeffler framework. Being at Headquarters, our division had highest visibility.

His contribution included clarifying the steering committee structure, responsibilities and decision-making routes within the development process. This structure made clear for everyone involved how project topics were addressed in the appropriate steering committees, discussion were strictly target-oriented, and decisions were promptly acted upon within the project management framework. It worked well.

The project manager group expanded quickly, also after Mr Zeh left the group, but his methods remained in place and were applied with success. This method of working within an efficient project management framework is a concrete result of Mr. Zeh's contribution: we could save considerable resources in managing our development projects (yearly budget >25 mln Euro in 2024).

In my assessment, this work demonstrates Mr. Zeh's ability to translate project management methods into structures that a project manager can use in practice. It has been a pleasure to work with him and I would gladly provide further information about our collaboration and the work described in this letter.
Yours Sincerely,



Dr. ir. Peter Bouwman
Chief Technology Officer
Redox One Ltd, (managing director Redox One GmbH)
Former Director of R&D Hydrogen Industrial/CTO at Schaeffler (2021-2026)
Invited reviewer of the Dept. Of Energy (USA) , hydrogen projects.
pbouwman@redoxone.com
+49 151 252 22 869