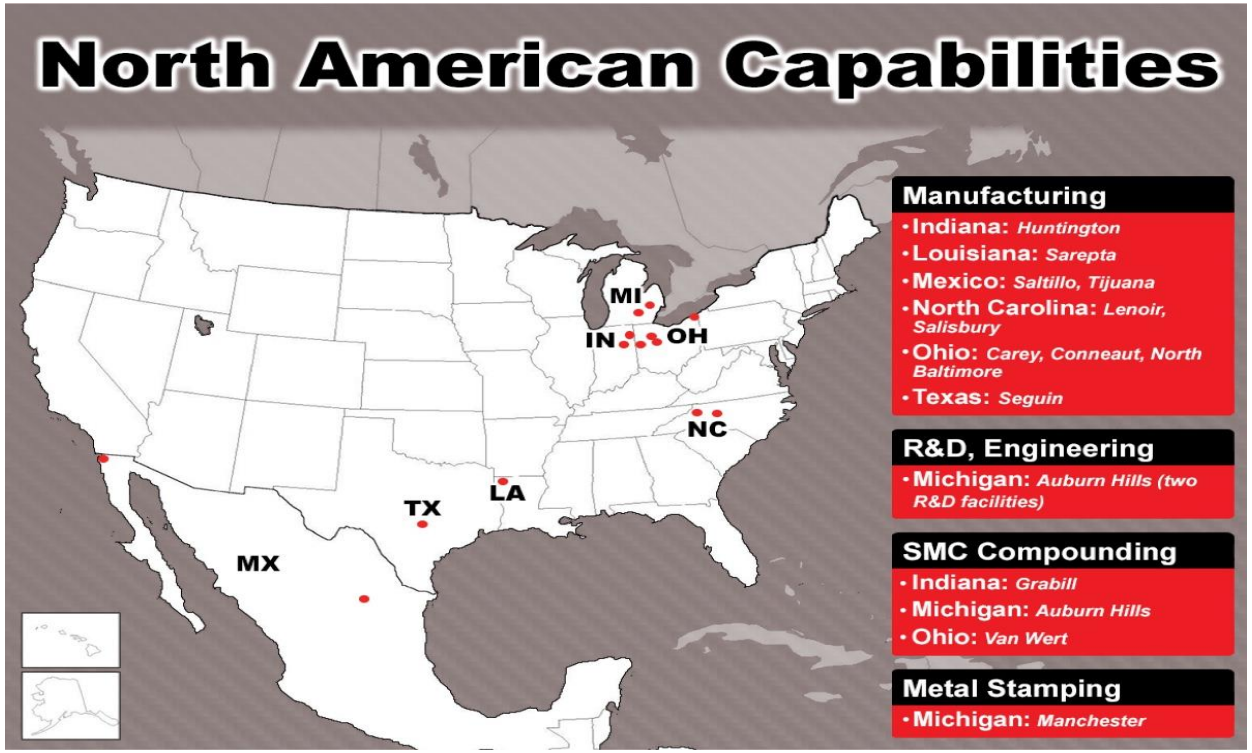
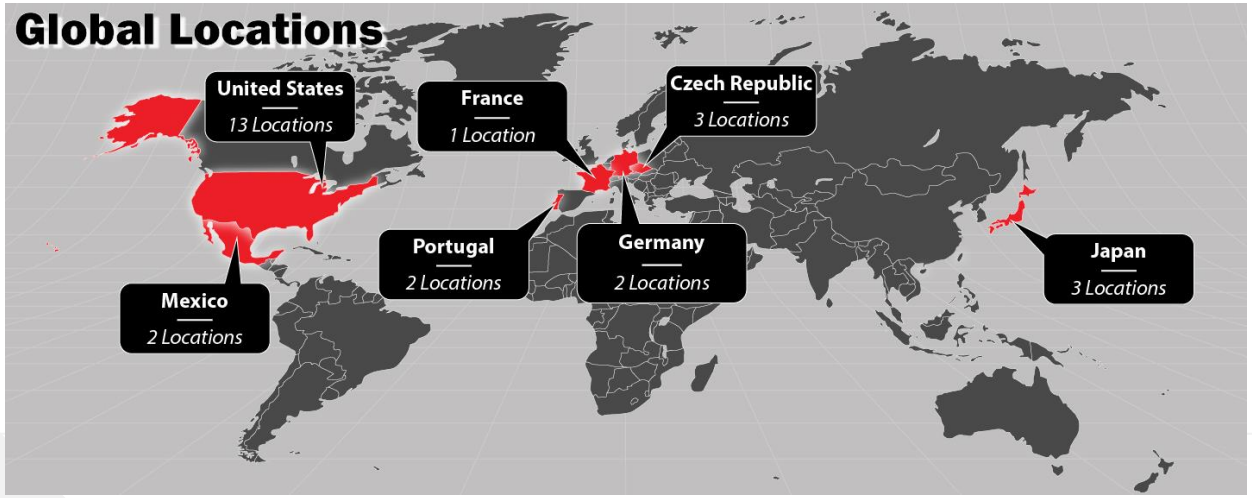
TEIJIN

TEIJIN AUTOMOTIVE TECHNOLOGIES

Corporate Profile

Corporate Profile





Teijin Automotive Technologies specializes in the development and production of advanced composites and components – including those made from thermosets, thermoplastics, glass and carbon fiber – for the global automotive and transportation industries and is an integral piece of the Teijin Group of companies

- **Headquartered in Auburn Hills, Mich.**
- **26 operations in 7 countries on 2 continents**
- **5,400 employees**
- **More than 100 years of materials experience**
- **> $1 billion in annual sales**
- **Booked business with nearly every global OEM**
- **Vertically integrated design to color topcoat to inline sequencing**

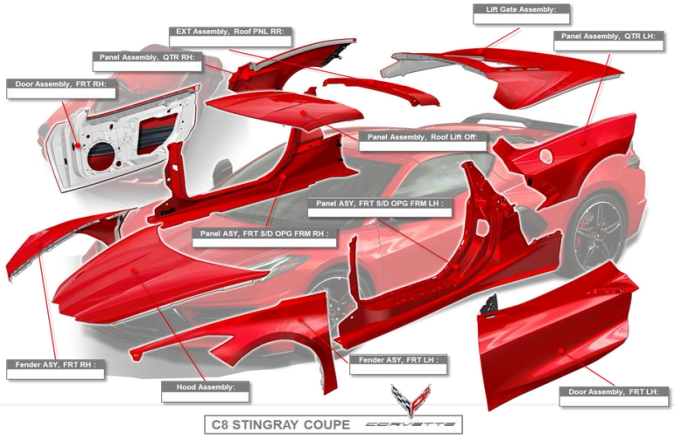
Corporate Profile: Teijin Automotive Technologies North America Product Profile Samples

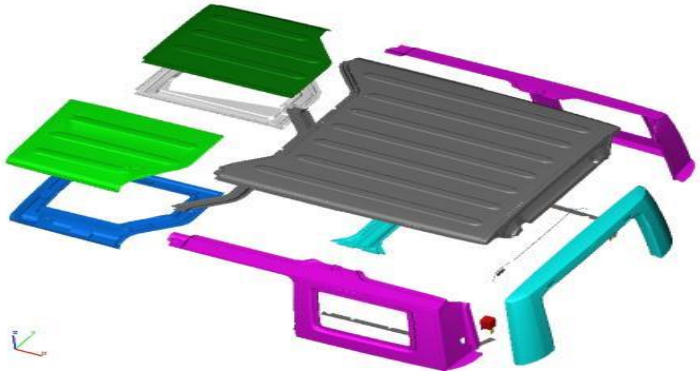
HONDA

KENWORTH

A PACCAR COMPANY

CORVETTE





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Lenoir Profile

Facility Profile
Lenoir, NC

The manufacturing plant located in Lenoir, North Carolina. The 122,467 sq. ft. facility located on 20 acres was originally commissioned 1981.

- **HR Profile**
  - 200 Fulltime Team Members
    - 115 Direct, 55 Indirect, 30 Salary
    - Avg. Service Time 14 Years
    - 35% of overall workforce has ≥ 20 years of service time

- **Capabilities / Mfg. Process**
  - 15 Compression Molding Machines 175T - 2500T
  - 7 Injection Molding Machines 450T-2650T
  - 6 Punch Presses
  - 2 LFTD Machines
  - 1 GMT Line
  - Waterjet Cutting (2)
  - Robotic Drilling
  - 4 Robotic Automation Lines

Management Systems

IATF 16949:2016 and ISO 9001 Certifications

To provide a sound basis for sustainable processes within our facility, we maintain IATF 16949:2016 and ISO 9001 certifications and standards.

We acknowledge that all interested parties, stakeholders, and our suppliers are an integral part of meeting our customer needs and expectations. Only through continually improving our stakeholder and customer-supplier relationships we can expect to maintain the success that we have experienced so far. Senior Management (Plant and Corporate level) review and analyze key aspects of our business environment on a regular basis to develop strategic direction for the coming years.

This involves: Identifying "interested parties" who receive our Products and Services, or who may be impacted by them, or those parties who may otherwise have a significant interest in Teijin Automotive Technologies. These parties are identified in the following matrix:

QMS Requires	Interested Parties (Stakeholders)	Deliverables
Business Plan Return on Investment Governance Decision & Support	**Shareholders** **Teijin Board**	Business Plan Financial Statements Return on Investment Growth & Value
Produce Products & Services Follow policies & Procedures	**Employees / Unions**	Good Work Environment Training / Job Security Health & Safety Promotion, Recognition, Reward and Follows contract agreements.
Requirement Specifications Expectations	**Customers**	Quality Products on Time to Specifications Accountability, Transparency in Terms and Good Communication
Quality Products To Specification / On Time Fair Value	**Suppliers**	Requirements Specifications Expectations
HS&E Reporting Permitting Federal, State & Local Reporting	**Governmental Agencies**	Expectations Compliance to Regulations & Laws
Regulatory Compliance, Infrastructure, HS&E, Cooperation to Achieve the Communities' Environmental Goals. Expect Socially Acceptable Performance, Honesty and Integrity.	**Community**	Safe Clean Environment Stability Regulatory Compliance Human Rights Reactions to Threats (CEAP)

Benefits of maintaining these certifications include:

- **The ability to consistently provide products and services that meet or exceed our current and future customer needs and applicable statutory and regulatory requirements.**
- **facilitating opportunities to enhance customer satisfaction.**
- **addressing risks and opportunities associated with our organizational context and objectives.**
- **the ability to demonstrate conformity to all relevant management systems manual requirements.**


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TEIJIN AUTOMOTIVE TECHNOLOGIES
‘Our Way’
Operating System Highlight
Ideal Culture
Lead with Humility, Respect Every Individual

Ideal Culture – People Centric, Align to Winning

Visibility of People, Processes & Key Metrics

- Flipping the Organizational Pyramid: 'Row the Boat'
- Making people visible
- Hard on the process standards
- Supporting & Coaching the Impact Make or 'Execution' Players

Winning or Losing & Location: < 10 seconds

Ownership Across the Enterprise, Shifts & Work Cells

Standards, Accountability, Governance, Continuous Improvement

80% execute, 15% Governance, 5% Vision

5% Make, 80% Wait, 15% Watch

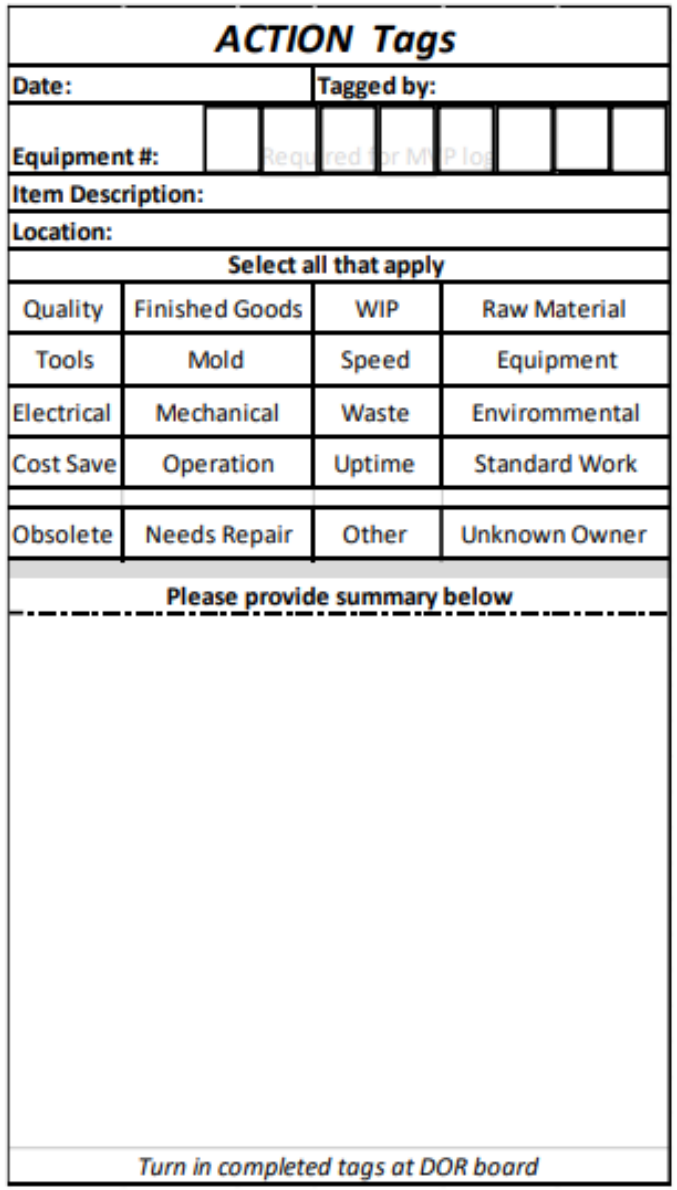
Ownership

People Centric Leadership

CI Committee

The CI team also consists of a CI Committee made up of Tier 1 and Tier 2 level employees. This team is integral in implementing CI efforts on our production floor. CI Committee members participate in our DOR walk as well as our action tag register meetings. Our committee also serves as a voice for our Tier 1 level production team.

Members of our CI Committee (with our management team and others) participate in a Kaizen event. A clean to inspect mentality is practiced and work place organization is maintained and governed through the operator KPA boards located in the workcells.



ACTION Tags

Date:			**Tagged by:**					
Equipment #:								
Item Description:								
Location:								

Select all that apply

Quality	Finished Goods	WIP	Raw Material
Tools	Mold	Speed	Equipment
Electrical	Mechanical	Waste	Enviromental
Cost Save	Operation	Uptime	Standard Work
Obsolete	Needs Repair	Other	Unknown Owner

Please provide summary below

Turn in completed tags at DOR board

Driving Continuous Improvement - ACTION TAG BOARD

Action tags are available to every employee and were created in order to drive Continuous Improvement and seek process improvements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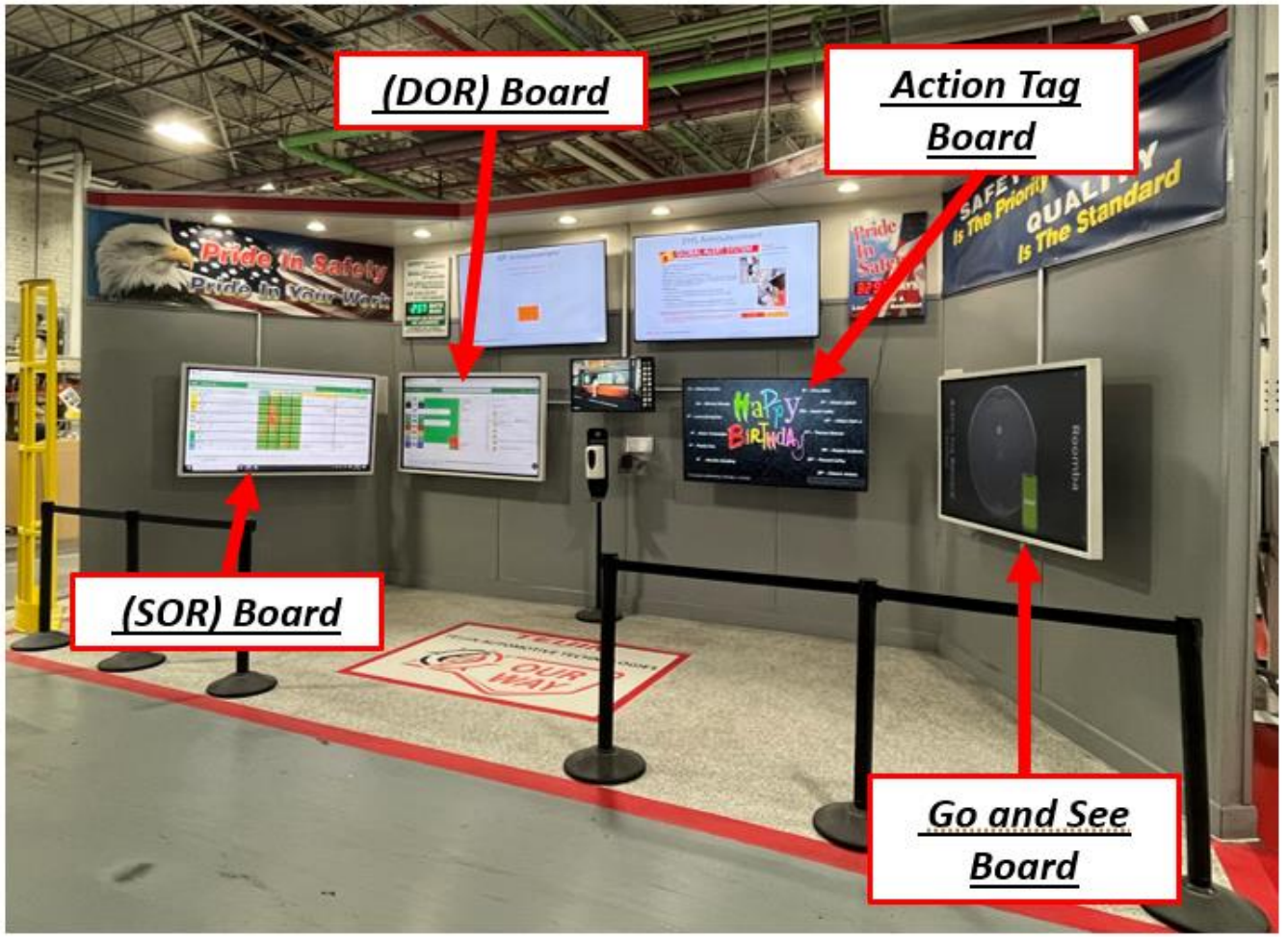
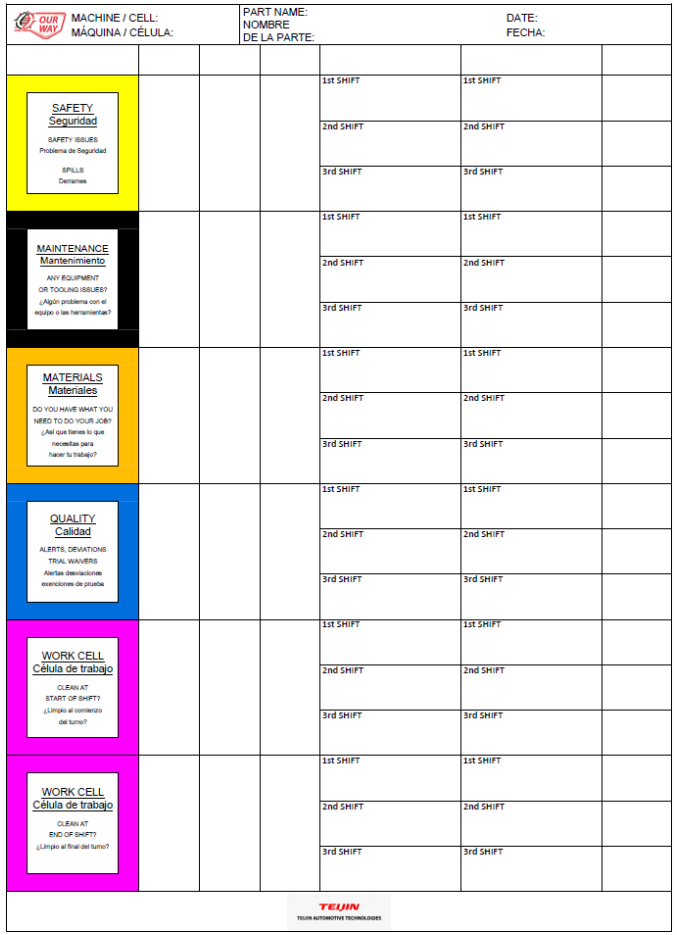
‘Our Way’
Operating System Highlight
Strategy Connection
Alignment Within Our Organization

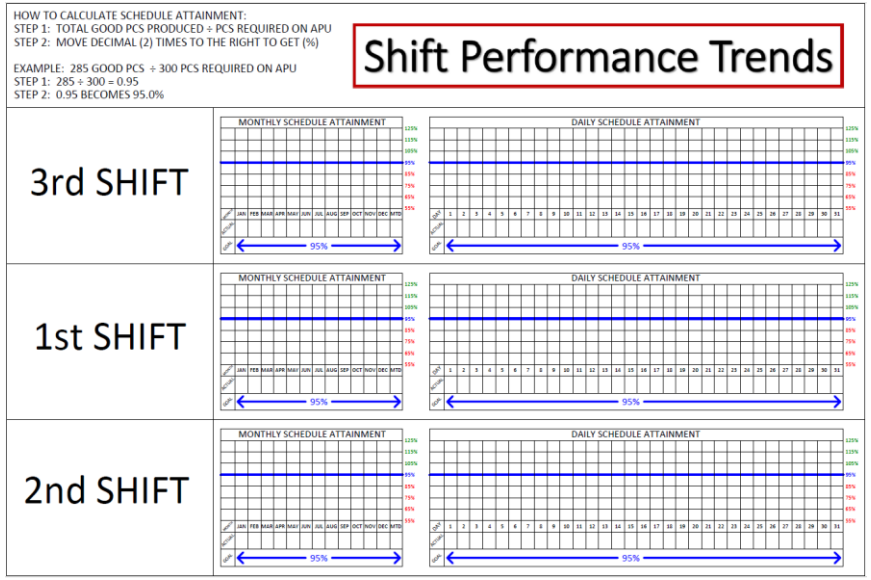
Every morning at 8:30, the management team assembles at our DOR areas to review metrics from the day before. Each functional manager reports their KPI's and discusses anything worth mentioning to the attention of the management team. This information is accessible to any employee in the plant.

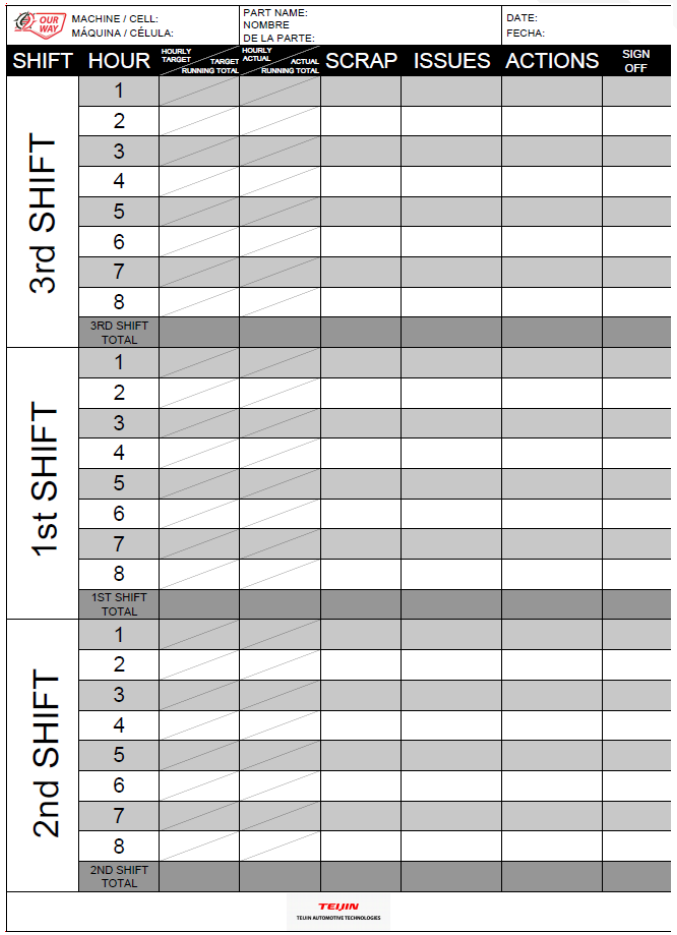
- The first stop is the main DOR wall
  - Shift Operating Review (SOR is reviewed)
  - KPI's for each Tier 3 function are reviewed
  - The KPA Walk action register is reviewed
  - Review daily "Go and See" walk from the day before
  - After leaving the first stop, all team members proceed with the KPA walk, reviewing operator boards and engaging our Tier 1 and Tier 2 employees
  - These reviews allow us to govern and drive sustainability
- The second stop is the Maintenance Board
  - Maintenance reviews current issues with the team
- The third stop is the Operations Board
  - Compression molding ops are reviewed
  - Injection Ops are reviewed
  - Rivian Room Ops are reviewed
  - Tooling Action Registry is reviewed
  - Any other outstanding action items are reviewed



Tier 1 Alignment: Operator Work Center Boards







Operations Improvement

Attainment Report

- The objective behind this form is to make the information easier to complete for each shift supervisor as well as make the information more accurate, and in turn, more valuable.
- This information can be tabulated into charts and metrics that are shown throughout the entire plant.
- Every employee from every work cell is now able to view their performance as well as the performance of other departments and tiers throughout the entire plant. Our performance is no longer a secret.
- Data collection is our first step in order to highlight areas in need of improvement.
- Once data is collected and presented, we know where to focus our improvement efforts.

HIDE NOT SCHEDULED | UN-HIDE NOT SCHEDULED | SAVE SUMMARY AS PDF FILE | Molding Operations

Date:		Compression Molding																				
Press	Product Name	Standard Manning	Actual Manning	Standard Parts Per Hour	Scheduled Run Hours	Unscheduled Run Hours	Scheduled Downtime	Unscheduled Downtime	Machine Availability	Pcs. Req.	Pcs Made	Pcs. Scrapped	Total Cost of Scrap	Scrap Value	% of Scrap Vs. Production	OE%	Earned Hours	Labor Hours	LE%	Attainment	Unscheduled Attainment	Quality	Notes
Press 102 Cav 1	19P01 B Blower 2 Molds	2.0	2.0	33	6.0		2.0		100.00%	198	188	2	$14.72	$7.36	1.06%	98.94%	11.39	12.00	94.95%	94.95%	-	98.94%	Ejectors not fully retracting, cleaned out from under plates with no good results. Having to sand insert area of parts to flatten out.
Press 102 Cav 2	20P01 B Blower 2 Molds	2.0	2.0	33	6.0		2.0		100.00%	198	188	3	$21.24	$7.08	1.60%	98.40%	11.39	12.00	94.95%	94.95%	-	98.40%	
Press 104 Cav 1	C5 Coil Wall LH	1.0	1.0	17	7.2		0.8		100.00%	122	165	1	$19.05	$19.05	0.61%	99.39%	9.71	7.20	134.80%	134.80%	-	99.39%	
Press 104 Cav 2	C5 Coil Wall RH	1.0	1.0	17	7.2		0.8		100.00%	122	165	2	$37.30	$18.65	1.21%	98.79%	9.71	7.20	134.80%	134.80%	-	98.79%	
Press 105 Cav 1	P702 TAILGATE COVER	4.0	2.0	41	8.0				100.00%	328	374	15	$373.50	$24.90	4.01%	95.99%	36.49	16.00	228.05%	114.02%	-	95.99%	Scrap due to shorting at start up. Checked weight and temps, everything checked out. Extended charge pattern and issue went away. Shut down at 10pm to clean cell.
Press 110 Cav 1	Tiger Shark Access / Front Panel	2.0	2.0	31	7.2		0.8		100.00%	223	222	3	$0.00	$0.00	1.35%	98.65%	14.32	14.40	99.46%	99.46%	-	98.65%	
Press 115 Cav 1	YAPP Ford U625 Fuel Tank Shield REAR	4.0	4.0	95	7.2		0.8		100.00%	684	692	3	$11.76	$3.92	0.43%	99.57%	29.14	28.80	101.17%	101.17%	-	99.57%	
Compression Molding Total		Standard Manning	Actual Manning		Scheduled Hours	Unscheduled Run Hours	Scheduled Downtime	Unscheduled Downtime	Availability	Pcs. Req. at 100%	Pcs Made	Pcs. Scrapped	Total Cost of Scrap		% of Scrap Vs. Production	OE%	Earned Hours	Labor Hours	LE%	Attainment		Quality	
		16.0	14.0		48.8	0.0	7.2	0.0	100.00%	1876	1994	29	$477.57		1.47%	98.53%	122.15	97.60	126.88%	108.88%		98.53%	

Strategy on a Page: Purpose Map 1 Year Planning Window

Continuous Improvement Purpose Map

Lenoir Continuous Improvement						
Owner:	Ryan Biddix	Action Register	Performance Map			
Month:	January					
Purpose Statement:	*CI will safely improve Lenoir operations, empower our employees, and achieve internal and external customer satisfaction through employee empowerment, innovation, automation, and waste reduction while preserving the environment.*					

Strengths: Within Our Control (Internal)	Weakness: Within our Control (Internal) (Reference Only)
Teamwork	5S
Innovative Thinking	Duplicate Reporting
Communication	Manpower (lack of)
Strong Problem Solving	Consistent SMC
Dedicated	
Opportunities: Out of Our Control (External)	**Threats: Out of Our Control (External)**
Automation Capital	Material Recyclers
Stable Material	Supplier Limitations and Compromises Including Material
Climate Controlled Facility (processing during summer months)	Loss of Business due to lack of innovation
Adding Additional Training Staff - Onboarding and Continuing Ed.	Man Power - Hard to find qualified labor
	Mature workforce entering latter phase of career

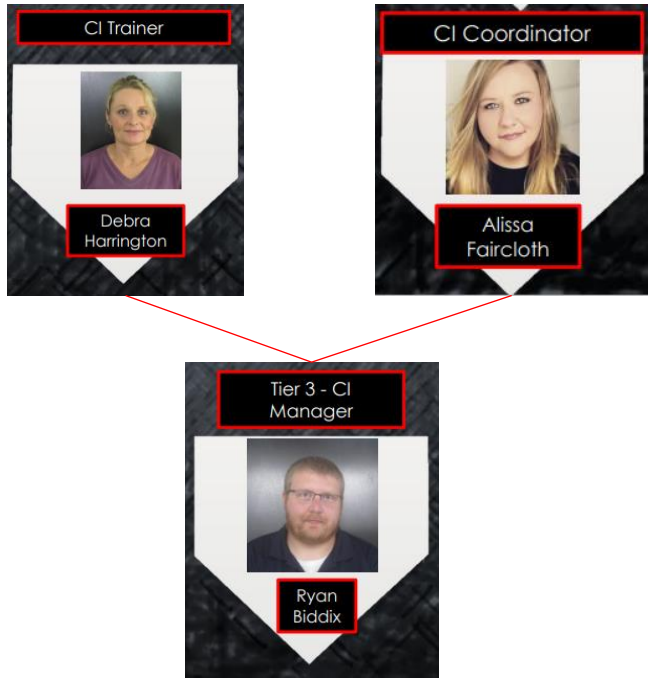
CPI:	CPI - Critical Performance Indicator	Unit Of Measurement	Metric Owner	2022 YTD Goal As Of January	2022 YTD Actual As Of January	Variance As Of January
	Monthly Savings	$	Ryan Biddix	$214,920.65	$308,116.87	$93,196.22

Where We Focus:
Individual cost saving initiatives
Training - onboarding
Training - process improvements and engineering changes
Kaizen events
General Process improvements
Cost tracker Audits vs. Actual
CI led cross-functional team brainstorming sessions (engineering, quality, maintenance, materials, operations)
Action Tag Management and Bridging the gap with the CI Committee

Key Performance Indicators:	Performance Measures (KPA's and KPI's)	Unit Of Measurement	Metric Owner	2022 YTD Goal As Of January	2022 YTD Actual As Of January	Variance As Of January
	New Hires Trained	%	Debra Harrington	100.00%	100.00%	0.00%
	Training Sessions	#	Debra Harrington	20.00	28.00	8.00
	Monthly Kaizens	#	Ryan Biddix	10.00	12.00	2.00
	Action Tags Logged	#	Ryan Biddix	20.00	28.00	8.00
	Cost Tracker Audits	#	Ryan Biddix	20.00	37.00	17.00
	Brainstorming Sessions	#	Ryan Biddix	10.00	23.00	13.00

Where We Focus

- Cost saving initiatives
- Training – onboarding / continuing education
- Kaizen events
- Cost trackers
- Action Tags
- Trend charts are available for all CPI's and KPI's



Purpose Map: Tier 3, Lenoir, NC

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MONTHLY OPERATIONS REVIEW

Interconnected Functional Models: EH&S, HR…

TIER 4 | TIER 3

PEOPLE | CUSTOMER RESULTS | BUSINESS RESULTS

PLANT	EHS	HR	QUALITY	MATERIALS	ENGINEERING	MAINTENANCE	OPERATIONS	CI	FINANCE
Tracy Gray	Michelle Adkins	Toye Johnson	Tommy Wright	Michelle Spradling	Scott Adams	Jeff Philyaw	Mark Parsons	Ryan Biddix	Lisa Harris
									
Functional Map	Functional Map	Functional Map	Functional Map	Functional Map	Functional Map	Functional Map	Functional Map	Functional Map	Functional Map
CPI: Return On Sales	CPI: Incident Rate	CPI: Direct Labor Headcount	CPI: Customer Returns	CPI: On Time In Full Shipments	CPI: Scrap as % to Sales	CPI: Equipment Uptime	CPI: Labor Effeciency	CPI: Monthly Savings	CPI: Return on Sales
3.8%	2.3%	0.60	0.00	78	76	10	2	97%	97%	1.95%	1.76%	95.8%	96.6%	92%	92%	$279,549	$43,935	3.8%	2.3%
2021 YTD ACTUAL	MONTH ACTUAL	2021 YTD ACTUAL	MONTH ACTUAL	2021 YTD ACTUAL	MONTH ACTUAL	2021 YTD ACTUAL	MONTH ACTUAL	2021 YTD ACTUAL	MONTH ACTUAL	2021 YTD ACTUAL	MONTH ACTUAL	2021 YTD ACTUAL	MONTH ACTUAL	2021 YTD ACTUAL	MONTH ACTUAL	2021 YTD ACTUAL	MONTH ACTUAL	2021 YTD ACTUAL	MONTH ACTUAL

Purpose Map: Lenoir, NC

Tier 4 (Plant Level) Purpose Map

Purpose maps are developed as the foundation of purpose, create alignment, define winning, ownership and the associated metrics.

Standards are not changed to accommodate under performing metrics.

Tracy Gray

Purpose

Reality

Define Winning

Focus Key Performance Actions

Measures Key Performance Indicators

Location / Function

Owner:	Tracy Gray	Action Register	Performance Map
Month:	September		
Purpose Statement:	*Teijin Lenoir will safely meet our financial & customer obligations through innovation, communication, employee engagement & teamwork while preserving our environment.*		

Strengths: Within Our Control (Internal)	Weakness: Within our Control (Internal) (Reference Only)
Talent of People	Improved Housekeeping
Crisis Management and Avoidance	Utilize existing programs to drive scheduling
Work Well as a Team	Equipment reliability
Work Ethic	Mature workforce entering latter phase of career
Dedication	

Opportunities: Out of Our Control (External)	Threats: Out of Our Control (External)
Consistent SMC	Competition for hiring
Equipment modernization	Slow response from corporate impacting response
Reduce duplicate reporting	Capital allocations
Utilization of automation	Dependency of overseas suppliers
Expand technical staff	

	CPI - Critical Performance Indicator	Unit Of Measurement	Metric Owner	2023 YTD Goal As Of September	2023 YTD Actual As Of September	Variance As Of September
CPI:	Return on Sales	%	Tracy Gray	12.22%	12.68%	0.46%

Where We Focus:
Safety - Everyone home safe
Quality - Do the job right so we have good quality pride in what we make
Maintenance - Safe, stable and reliable equipment to meet our customers & associates
Human Resources - Retain, develop, retain
Delivery - Right product, right time, right quantity to our customers
Finance - Value in everything we do
Waste - Scrap reduce, recycle, & reuse
C.I. - Drive improvement through people, processes & innovation

Key Performance Indicators:	Performance Measures (KPA's and KPI's)	Unit Of Measurement	Metric Owner	2023 YTD Goal As Of September	2023 YTD Actual As Of September	Variance As Of September
	Injuries / Rate	Rate	Michelle Adkins	0.75	0.56	-0.19
	Customer Returns	%	Tommy Wright	0.20%	0.02%	-0.18%
	Equipment Uptime	%	Jeff Philyaw	95.00%	98.35%	3.35%
	Headcount - Direct Labor Hours	#	Toye Thongkai	87.83	101.20	13.37
	Turnover	%	Toye Thongkai	3.88%	2.42%	-1.46%
	On Time Delivery	%	Michelle Spradling	98.00%	98.45%	0.45%
	Schedule Attainment	%	Michelle Spradling	90.00%	98.83%	8.83%
	Machine Capacity	%	Scott Adams	85.00%	78.33%	-6.67%
	Monthly Savings	$	Ryan Biddix	$283,845	$421,039	$137,194

Tier 6 North America Operations

Interconnected Strategic Operating System from the CEO to the Shop Floor:

Strategy Connection

TEIJIN AUTOMOTIVE TECHNOLOGIES

Operations

Chris Twining
North America

Project Velocity OUR WAY

Strategy Deployment

Region 1

JEFF HOLDMAN
Regional Director

Region 2

MARCO MARQUES
Regional Director

Region 3

ROB ESPICH
Regional Director

NA Operations - Purpose Map

		Owner: M. Bishop	Updated: 8/11/2023
Purpose Statement	NA Operations is committed to implementing TAT NA strategic vision across all molding/stamping plants providing an operational roadmap with standards inclusive of the engagement of our associates to meet safety, quality, and profitability goals while being a good community steward.		

	Strengths: Within Our Control		Weakness: Within Our Control
INTERNAL	Geographical locations in relation to customers	INTERNAL	Retention (Keeping People)
	Industry leader in our field		Succession Planning (Building talent)
	Willingness to re-invest in company		No accessibility to real time operational metrics (disconnect and manual systems)
	Commitment to EHS		No MP & L (Material Planning and Logistics) system
	Raw material to finished goods integration		Operating System lack of maturity (green/new)
	Opportunities: Out of Our Control		**Threats: Out of Our Control**
EXTERNAL	IMC (In mold coating) from Corvette and CAT (R & D)	EXTERNAL	Inflation - Impacts on PPV - Financial
	Technology advancements in compression molding & bonding		Lost of Experience - talent retiring - lost tribal Knowledge
	Real time performance metrics (SAP features)		Supply Chain Disruptions
	Launch Teams to improve effectiveness		War on Talent - Competition for top talent - Skilled labor
	Plant infrastructure warnings (boiler, plant air, etc.)		Lack of Available Capital - Supporting New Product Demand - Asset Sustainability
			Teijin - Global Alignment with Parent Company

Teijin Automotive Technologies, NA Strategic Plan: Purpose Map

		Owner	Measure	2023 Performance YTD	2023 MTD PLAN	2023 YTD PLAN	2022 Performance	Variance To Plan YTD	YTD Trending
CPI	Critical Perfor Indicate			-8.4%		12.1%	-8.57	20.5%	
						$53,940	-$93,095	-$85,661	

VISION	KEY PERFORMANCE ACTIONS	Focus 2 Quality
		Focus 3 Human Resources
		Focus 4 Product Delivery
		Focus 5 Finance
		Focus 6 Operations
		Focus 7 Performance
		Focus 8 Community

		Performance Measures		Owner	Measure	2023 Performance YTD	2023 MTD PLAN	2023 YTD PLAN	2022 Performance	Variance To Plan YTD	YTD Trending
KPI	KEY PERFORMANCE ACTION (KPA)	Measure 1.0	Recordable Injuries	EH&S	#	6	0, Weekly	8	12	-2.00	
		Measure 2.0	Customer Chargebacks, Returned Product	Quality	$	$9,664	≤ STP, Monthly	$1,839	$26,062	($7,825)	
		Measure 3.0	# of Salary Openings	HR	#	56	5, Monthly	5	N/A	($51)	
		Measure 4.0	Premium Freight	Materials	$	$560	0, Weekly	$171	$821	($389)	
		Measure 5.0	Sales $	Materials	$	$380,015	MTD $, Weekly	$444,304	$1,085,713	$64,289	
		Measure 5.1	Controllable Spending %: Outside Services & MRO	Finance	%	$26,497	≤ STP, Weekly	$22,576	$67,980	($3,921)	
		Measure 5.2	# of Product Lines < 5% Standard Profit Margins	Finance	#	40	0, Quarterly	0	N/A	40	
		Measure 6.0	Total Hrly Labor Cost % of Rev	Operations	%	$59,723	≤ STP, Monthly	$76,582	$194,959	$16,859	
		Measure 6.1	Direct Labor Cost	Operations	$	$39,402	≤ STP, Monthly	$57,022	$134,798	$17,620	
		Measure 6.2	Total Hourly Labor % Rev	Operations	%	15.7%	≤ STP, Monthly	12.7%	17.9%	-3.0%	
		Measure 6.3	Operating System Deployment Status	Operations	#	3	# of Sites / Quarterly	3	1	0	
		Measure 7.0	Total CI Savings	CI	$		≤ STP, Weekly			$0	
		Measure 7.1	Molding Press Critical Down Event	Maintenance/Reliability	#	11	≥ 5 Days, Monthly	0	N/A	11	
		Measure 8.0	# of Community Events Supported	HR	#	5	Monthly	12	N/A	5	

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Positive Results

Customer Loyalty

- **Customer Awards**
  - Stellantis Quality Award
  - GM Certificate Of Excellence
  - GM Platinum Delivery Award
  - Freightliners Masters Of Quality
  - Paccar Quality Achievement Award 0 PPM
- **Certifications**
  - IATF 16949
  - ISO14001
  - Q1- Ford

Teijin Automotive Technologies maintains a matrix of customer specific requirements where these requirements are linked to specific clauses in the ISO 9001:2015 and IATF 16949:2016 of the requirement manuals.

Teijin Automotive Technologies requires all products and processes, including outsourced processes and purchased products, be compliant to all customer specifications, statutory and regulatory requirements.

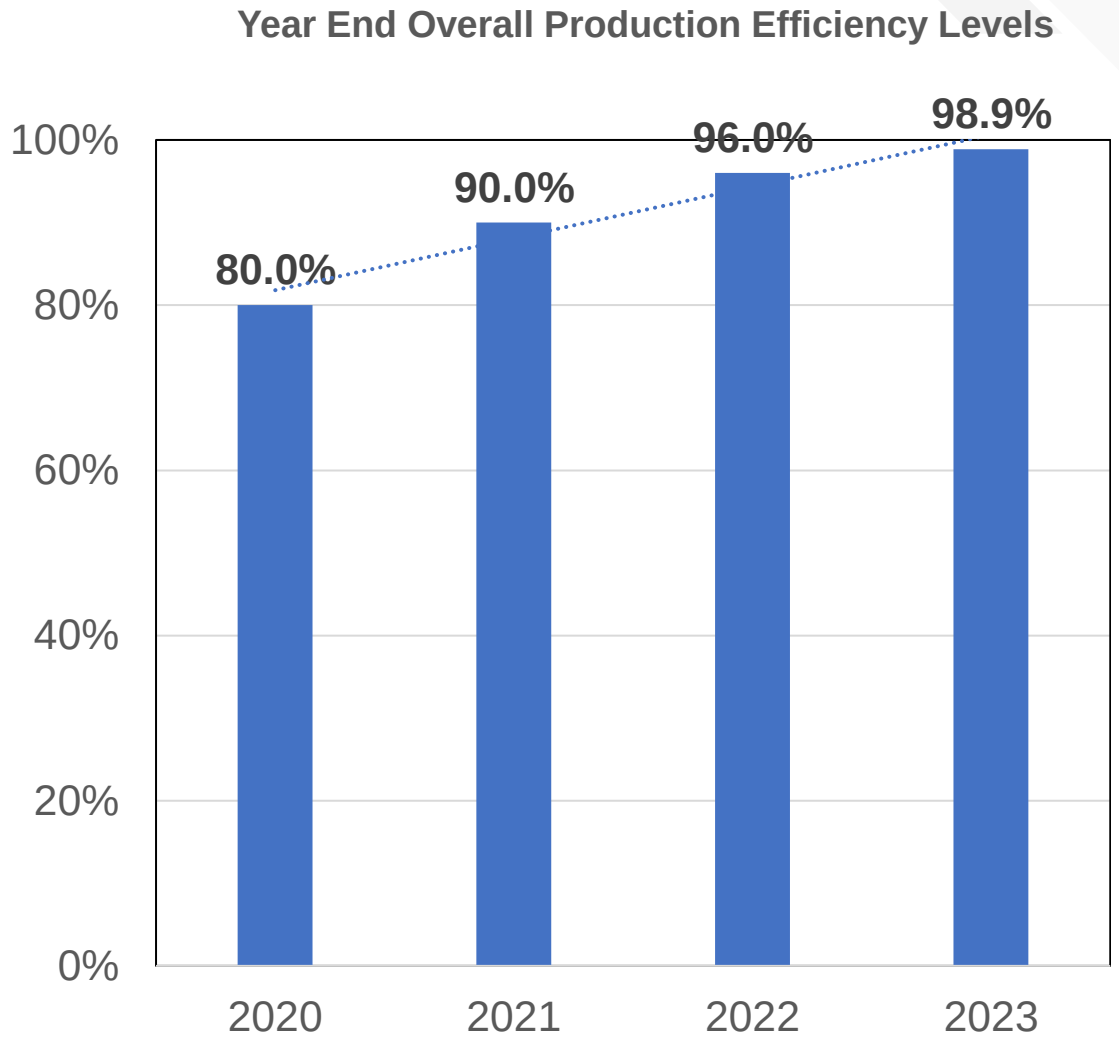
Environmental Health & Safety

2015 NCDOL Silver Award
2016 NCDOL Silver Award
2017 NCDOL Silver Award
2018 NCDOL Silver Award
2019 NCDOL Silver Award
2020 NCDOL Silver Award
2017 NCDOL Million Man Hours Award
2020 NCDOL Million Man Hours Award
2020 NCDOL Gold Award
2021 NCDOL Gold Award
2022 NCDOL Gold Award
2023 NCDOL Gold Award

2016 Teijin Automotive Technologies Most Improved EHS Award
2017 Teijin Automotive Technologies BEST EHS Program
2018 Teijin Automotive Technologies BEST EHS Program
2019 Teijin Automotive Technologies Sustainability Award
2020 Teijin Automotive Technologies Sustainability Award
2021 Teijin Automotive Technologies Sustainability Award
2022 Teijin Automotive Technologies Sustainability Award
2023 Teijin Automotive Technologies Sustainability Award

Business Results

- ✓ **Strong and sustained environmental health and safety metrics: Best In Class**
- ✓ **Customer and Internal Quality Metrics Improvement seen year over year with high level performance**
- ✓ **Continuous improvement projects converted from management driven to employee engagement with management supporting**
- ✓ **Production efficiency improved from being average to top performing within Teijin Automotive Technologies NA: 10% gain in 12 months**
- ✓ **Profitability of business unit improved with greater resilience on negative impacts with meeting or exceeding financial commitments month over month**



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Teijin Automotive Technologies Lenoir Facility Receives Coveted AME Award of Excellence

The facility is the world's first of its kind to receive this award

AUBURN HILLS, Mich.--(BUSINESS WIRE)--The Association for Manufacturing Excellence (AME) awarded Teijin Automotive Technologies' Lenoir, North Carolina, facility with its prestigious AME Excellence Award. The Teijin Automotive facility is the world's first composites and molding manufacturing facility to win this award, which has been given out annually since 2010.

AME EXCELLENCE AWARD

The AME Excellence Award recognizes manufacturing facilities that demonstrate excellence in manufacturing and business operations. The award criteria detail a lean systems model for enterprise excellence. The primary focus of the award is to acknowledge continuous improvement, best practices, creativity and innovation.

Teijin Automotive's Lenoir facility kicked off its Lean Continuous Improvement Operating System, called "Our Way" more than three years ago, with a focus on standardization, accountability, and employee engagement. It also required a thorough understanding of intersections in the business and how they impact each operation or functional area within the facility.

"Teijin Automotive's Operating System drives success because it allows everyone ownership and full engagement to connect our business strategies with real business results," said Tracy Gray, plant manager, Lenoir. "Our operating system gives our team members a voice and the power to manage their own goals and objectives. Instead of making demands and expecting results, our teams are aware of their performance and have our support to make improvements."

"I am incredibly proud of the entire team at Lenoir for the effort they have put toward creating a world-class manufacturing operation," said Chris Twining, CEO, Teijin Automotive Technologies. "This team has set the bar for how we expect all of our manufacturing facilities to operate in the future, and with the Our Way system, we are well on our way."

The AME Excellence Award has a rigorous selection process that begins when a company submits an extensive achievement report based on AME's evaluation criteria. Companies that score high enough in their report review must then go through an intensive site visit. Recipients of the Excellence Award are selected based on the combined results of the achievement report review and site visit feedback.

TEIJIN

TEIJIN AUTOMOTIVE TECHNOLOGIES


TEIJIN
TEIJIN AUTOMOTIVE TECHNOLOGIES
Continue to Drive
Continuous Improvement

For five years, Teijin Automotive has collaborated closely with Caldwell Community College and Technical Institute (CCC&TI) to facilitate site visits and implement customized training programs tailored to our unique requirements. This partnership is critical for equipping a fully trained and capable staff of experts.

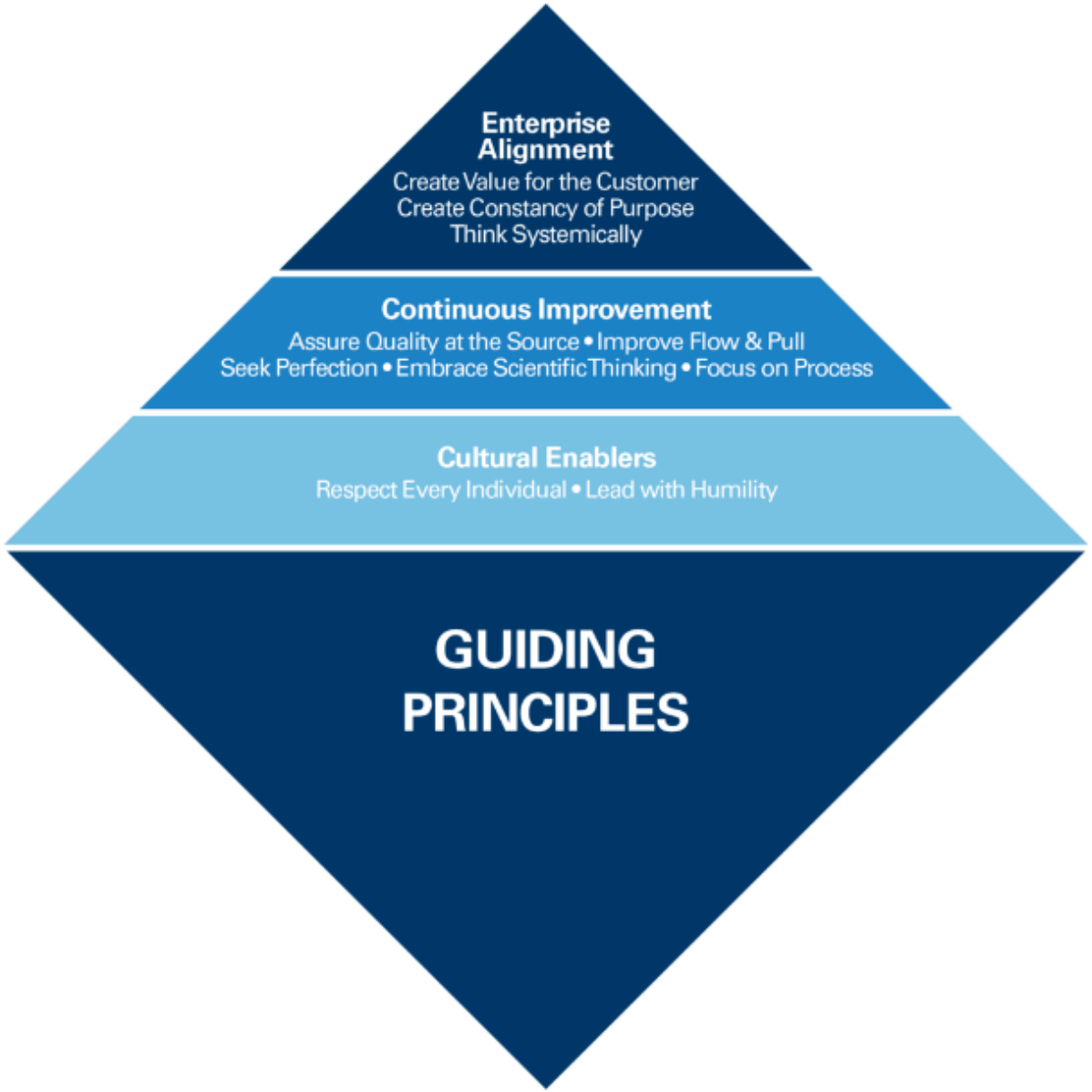
This partnership has been made possible with key individuals such as:

Rick Shew, Associate Dean of Business and Career Services

Betty Silver, Associate Vice President of NCEdge Customized Training.

Dr. Mark Poarch, President of CCC&TI

Learn and Understand Shingo Model



The *Shingo Model*™ is not just another initiative; it is a new way of thinking.

Three Insights of Organizational Excellence

Insight #1

Ideal Results Require Ideal Behaviors

The results of an organization depend on the way its people behave. To achieve ideal results, leaders must do the hard work of creating a culture where ideal behaviors are expected and evident in every team member.

Insight #2

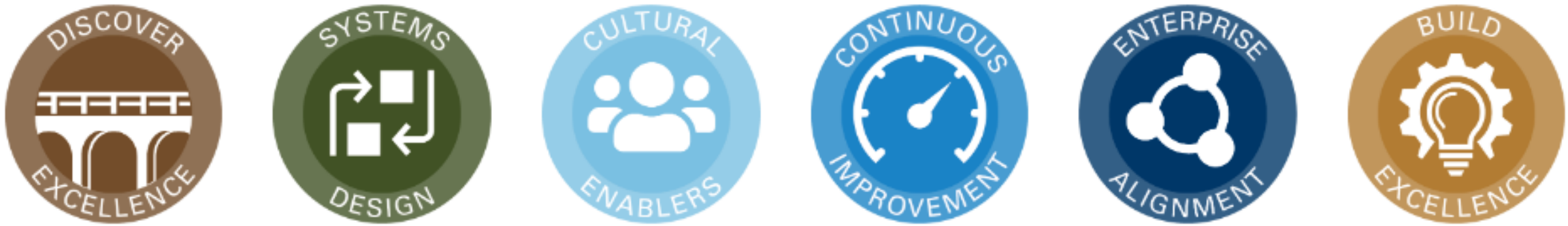
Purpose and Systems Drive Behavior

Most of the systems that guide the way people work are designed to create a specific business result without regard for the behavior that the system consequentially drives. Managers have an enormous job to realign management, improvement, and work systems to drive the ideal behavior required by all people to achieve ideal business results.

Insight #3

Principles Inform Ideal Behaviors

Principles are foundational rules that govern consequences. The more deeply one understands principles, the more clearly he or she understands ideal behavior. The more clearly one understands ideal behavior, the better he or she can design systems to drive that behavior to achieve ideal results.

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Thank you!
Q & A