



MISSION | VISION

We will deliver current results and invest for the future by continually determining the needs/wants of our target markets and delivering satisfaction more quickly and efficiently than our competition. Flexibility and agility will define our movements as we work to constantly align, execute and renew ourselves ahead of the global markets in which we compete with our constant attention on our people and process.

Our environment will be one that focuses on continuous improvement and empowerment of each associate to own his/her work and make appropriate decisions to enhance customer delight while keeping the needs of all stakeholders in mind. Our associates, current and future, will be those high achieving individuals who have enormous energy and passion; have the ability to execute and energize; are process and customer focused; and can deliver bottom line results in a positive, respectful and high integrity manner.

B&C

STRATEGIC BUSINESS UNIT PLAN

The Brake & Clutch Strategic Business Unit (SBU) is a mixed volume, medium mix operation that serves the automotive, aerospace and industrial marketplaces. Our plan is to continue to grow our revenue while staying focused on higher-end, profitable niches that yield acceptable contribution margin rates by delivering zero-defect products at a globally competitive price within twenty days of receipt of an order to exacting customer standards.

We realize that ever increasing standards are a way of life and will work to be ahead of this curve by creating and nurturing a continuous improvement culture that is flexible enough to work in/under a variety of expectations and that will change in a moment's notice. To reach our growth, cost and quality goals we will focus on:

- Reduce cost via scrap/cull reduction (i.e. wasteless processing); various process improvements, including automated vision validation/inspection, and strategic capital investment;
- Diversify our application, customer and part (APCO) base and work to push materials up-market into more demanding sealing applications that command higher margins.

B&C

BRAKE & CLUTCH SBU GOALS

- Achieve Revenue (\$5.4 million – 20% growth) and contribution margin (CM) goals
- Twenty day max lead-times with a 100% section fill and inventory turns of at least 12
- Reduce scrap and lost-in-process (LIP) by 25% with a renewed focus on cull waste reduction
- 0 PPM as reported by our customers
- No lost-time accidents
- Achieve 99.5% BellHawk & Cycle-count accuracy