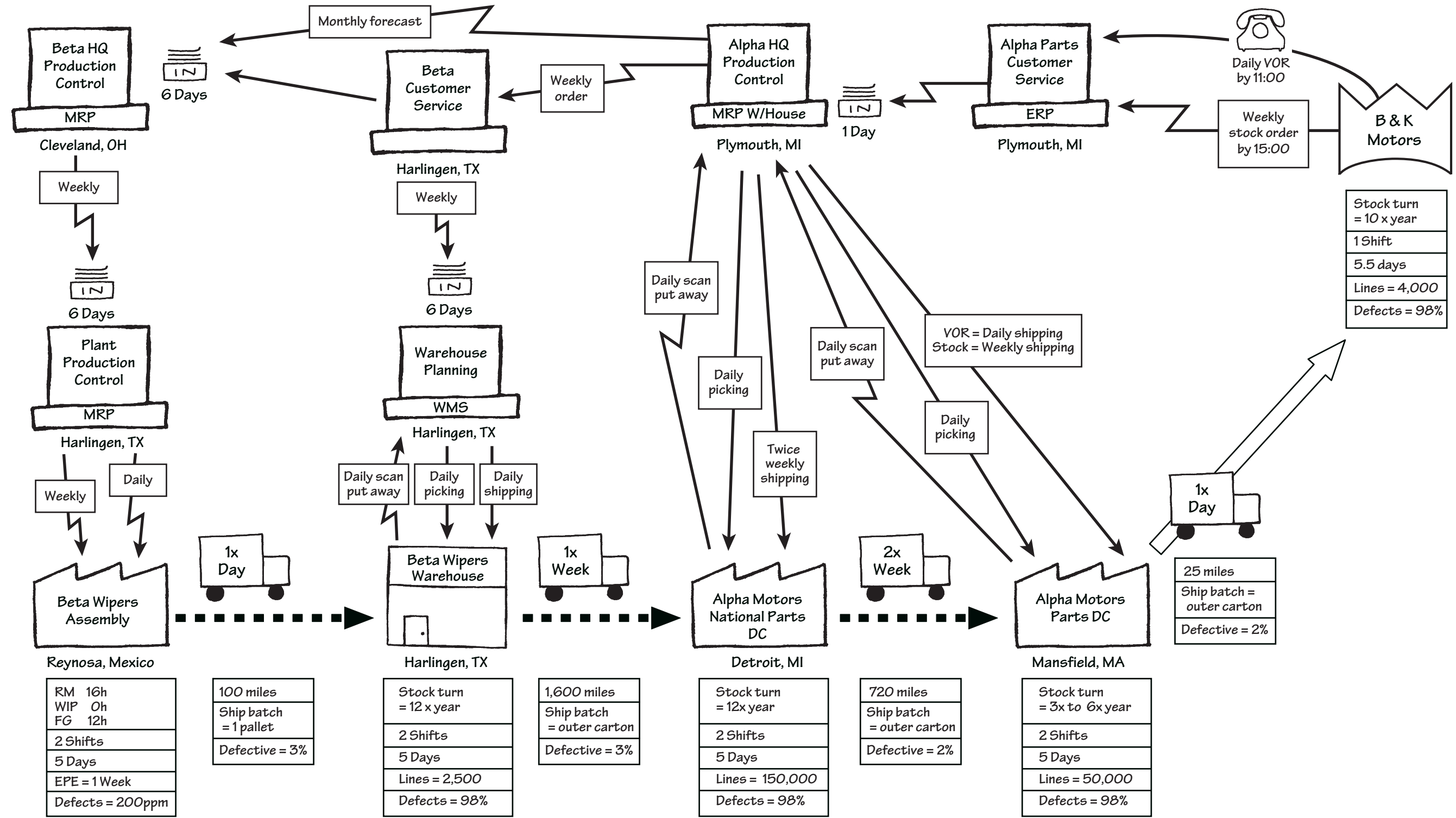
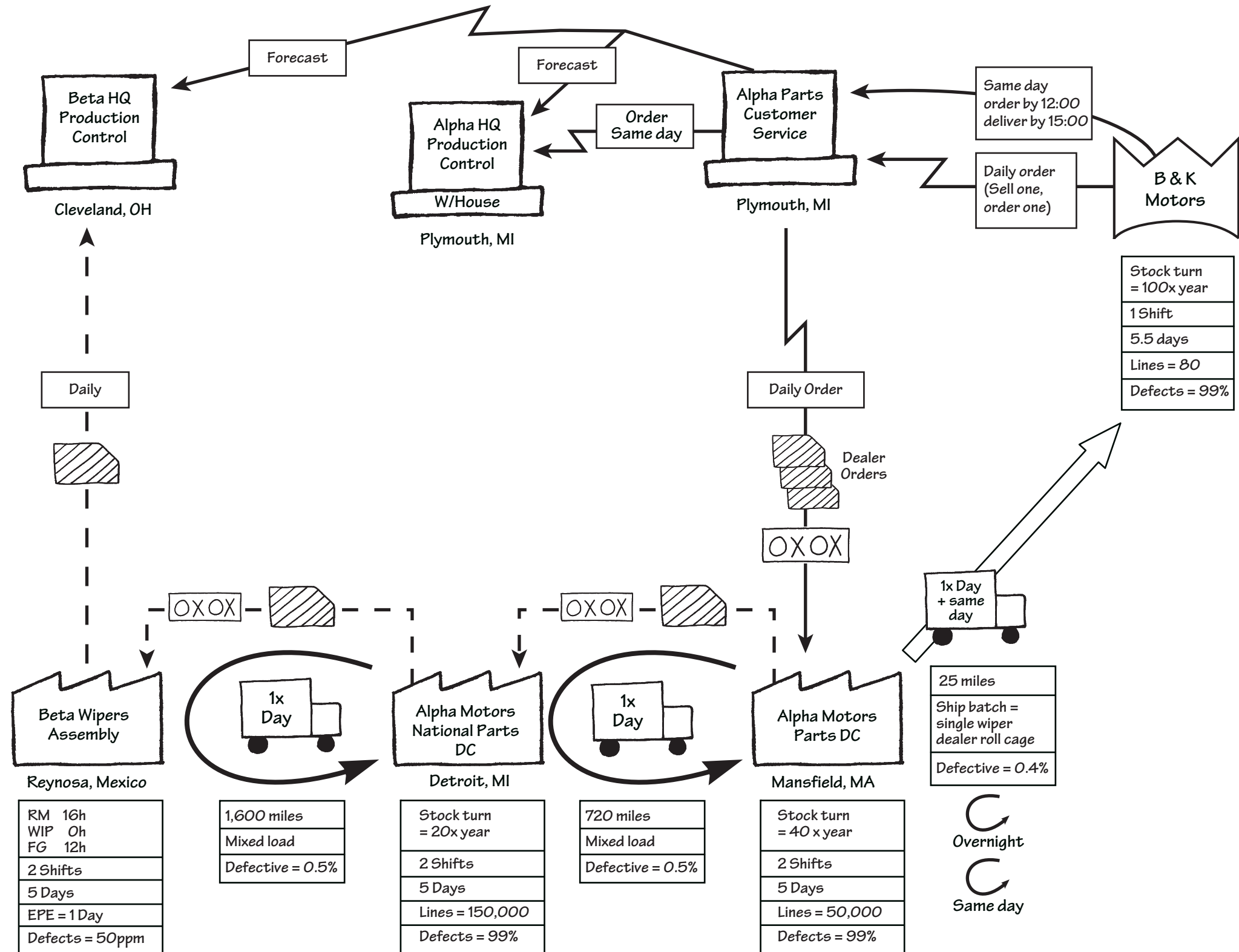


Extended Wiper Value-Stream Map from Factory to the Customer — Current State



	Beta HQ Cleveland, OH	Beta Customer Service Harlingen, TX	Beta Wipers Assembly Reynosa, Mexico	Beta Wipers Warehouse Harlingen, TX	Alpha Motors National Parts DC Detroit, MI	Alpha Motors Parts DC Mansfield, MA	B & K Motors	Box Score		
P/T	6 min. (30 sec.)	35 min.	40 min.	30 min.	10 min (60 sec.)	P/T = 121 min. (90 sec.)				
L/T	7 days	0.25 days	30 days	6 days	30 days	3 days	3-6 months (60-120 days)	1 day	3 months (60 days)	L/T = 197.25-257.25 days
%C/A	99.98% (200ppm)	97% (30,000ppm)	98% (20,000ppm)	97% (30,000ppm)	98% (20,000ppm)	98% (20,000ppm)	98% (20,000ppm)	98% (20,000ppm)	98% (20,000ppm)	%C&A = 83.3%
Steps	21 (3)	1	4	1	4	1	5 (1)	Steps = 42 (4)		

Extended Wiper Value-Stream Map from Factory to the Customer — Future State



								Box Score
P/T	6 min. (30 sec.)		40 min.		30 min.		10 min (60 sec.)	P/T = 86 min. (90 sec.)
L/T	1.2 days	4 days	18 days	4 days	9 days	1 day	3 days	L/T = 40.2 days
%C/A	99.995% (50ppm)	99.5% (5,000ppm)	99% (10,000ppm)	99.5% (5,000ppm)	99% (10,000ppm)	99.6% (4,000ppm)	99% (10,000ppm)	%C&A = 95.7%
Steps	21 (3)	1	4	1	4	1	5 (1)	Steps = 37 (4)