

Future
People
at
Work
SYMPOSIUM



July 18-19, 2024

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1986

Industrial decay was all around us

Youngstown



Japanese auto, semiconductor and
machine tool companies were
doing a number on US companies

Japanese Auto



"Nothing if not confident"

Library



Deindustrialization



Semiconductor



Machine Tool Companies



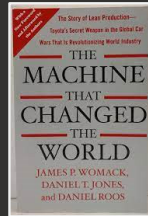
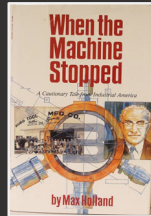
Rotary Phone

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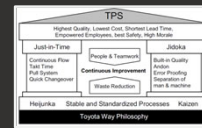
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1987–1993

Daewoo Puma Lathe



Toyota Production System



Shoji Shiba



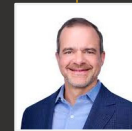
MIT



Cincinnati Milacron Arrow VMC



MIT Leaders for Manufacturing



18+ LFM Graduates at Re:Build

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1993–2016

The Private Equity Years



American Capital

Common Threads



Short-term Thinking



Offshoring



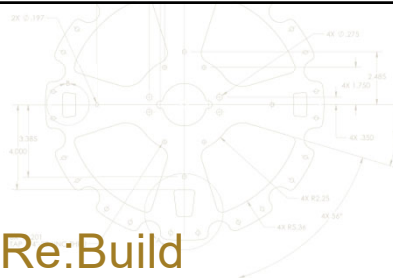
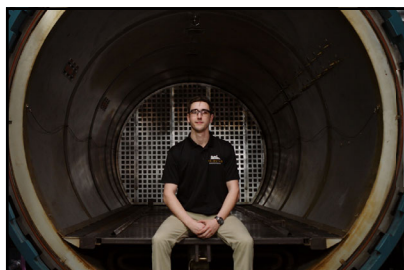
The "Chipotle" Problem

A belief that the services economy would represent an improvement over the industrial / manufacturing economy.



Lean = Cost Cutting

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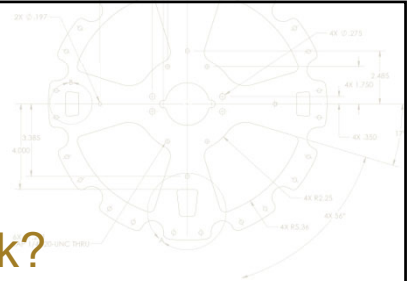
Why we founded Re:Build

1. Industry and engineering-oriented manufacturing key to American health (economically and socio-politically).
2. We need to develop a model of industrialization that works in America, in the context of our values and way of life.
3. Democracy is expensive!

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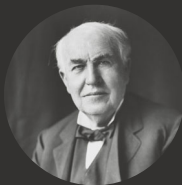
How would it work?

1. America has a large number of technically deep, narrowly construed industrial and engineering enterprises.
2. We need to create a way to stitch those businesses together into a new form of “conglomerate” while respecting local culture and preferences, and gaining the benefits of scale. What could be the American equivalent of the Japanese keiretsu?

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Three major things stood in our way, culturally speaking...

- Short-Term Thinking
- Step-Function Based Technology Advancements



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The Re:Build Way

01

We care about our team members and put their safety before anything else.

02

Machiavelli was wrong! Winning at all costs is not winning at all. At Re:Build we want to be as proud of the path taken as the result achieved.

03

We recognize diversity as a source of value. We welcome and respect people from all walks of life. We encourage constructive dissent.

04

We protect the environment and devote significant resources to science-based sustainability programs.

05

We listen carefully and non-defensively to one another, customers, suppliers, and community members.

06

We are honest in all our dealings and seek mutually beneficial arrangements. We do not partake in zero-sum behaviors.

07

We are open in our communications, accountable for our actions, reject corrupt behaviors, and expect the same of other stakeholders.

08

We buy businesses to build them over the long-term. We do not buy businesses with a plan to sell them.

09

We seek to improve the communities where Re:Build operates with a focus on apprentice programs and STEM education.

10

We use rigorous systems to ensure we hire and onboard team members who will be successful team members long term.

11

We provide long-term, meaningful opportunities for our team members to maximize both their contribution to Re:Build and their earning potential.

12

We provide forums for team members to share their knowledge and experience and refine their mental models. Re:Build is a learning organization.

13

We celebrate individual achievements but reserve the greatest accolades for team performance. The best ideas and solutions are rarely the product of a person working in isolation.

14

We focus on and measure inputs we control and expect excellent performance on input metrics to create long-term value.

15

We utilize Lean and continuous improvement as we strive for zero defects, lower cycle times, and minimal waste. We design quality into our products and systems.

16

We implement systems to ensure improvements last and identify and reward champions who propagate them across the company.

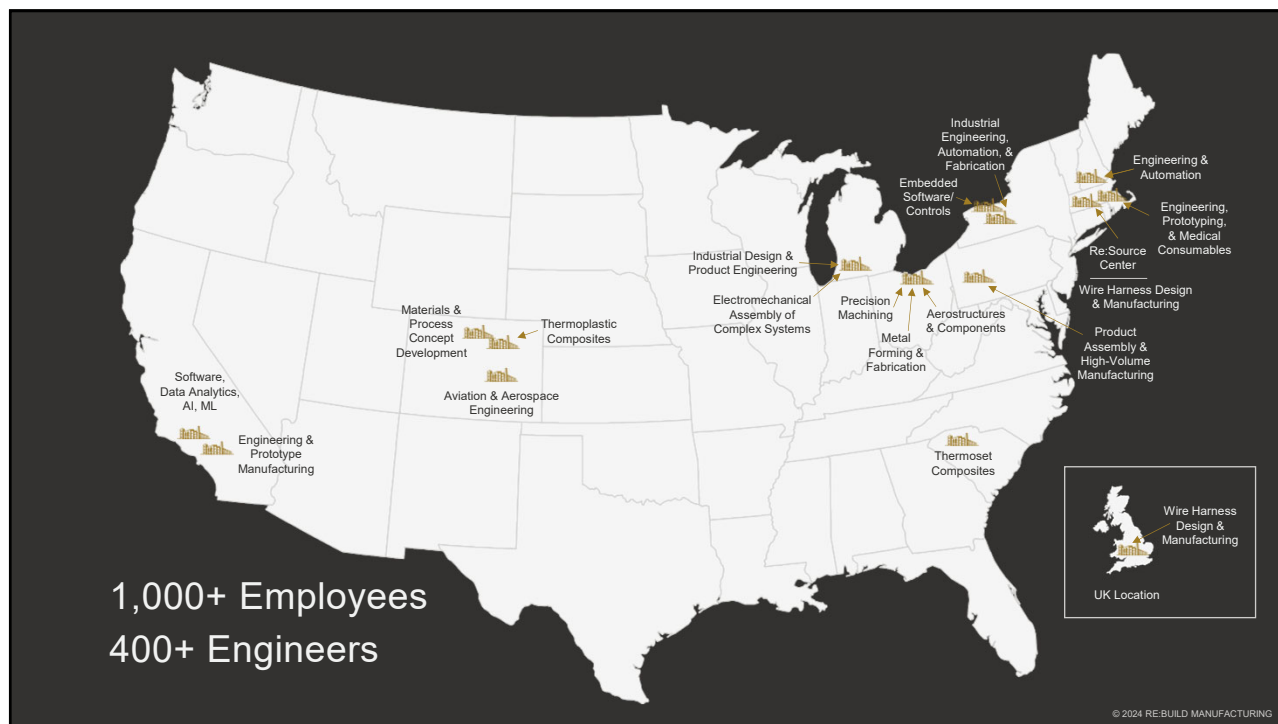
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Rekindling American Industry

Re:Build Manufacturing is an organization of 1,000 people capable of taking on complex multi-disciplinary engineering and manufacturing challenges dedicated to developing a model of globally competitive industrialization that works in America, for Americans.



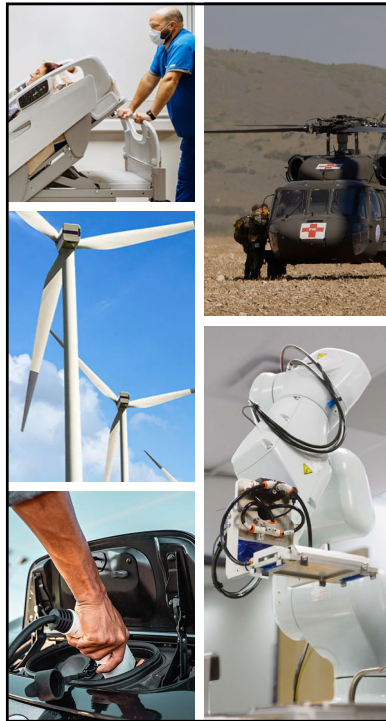
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Our Wide Range of Expertise

<h3>Onshore Development</h3>	<h3>Advanced Components</h3>	<h3>Advanced Engineering</h3>	<h3>Process Automation</h3>
<p>Onshore development and scalable manufacturing, from Brain to Box™</p>	<p>Advanced materials, metallics, and next-gen structural components</p>	<p>Advanced engineering, prototyping, testing, and analysis</p>	<p>Process automation and robotics</p>
<h3>Full Stack Software</h3>	<h3>Design Services</h3>	<h3>Clean Energy & Electrification</h3>	<h3>Operationalized Process</h3>
<p>Full stack software enablement. IoT, ML, and AI</p>	<p>Industrial design, UX/UI design, and brand development</p>	<p>Energy storage and control systems</p>	<p>Operationalized process analysis and development, QMS, supply chain, and distribution</p>

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Industries Served

Aerospace & Defense

- Commercial Aircraft
- Defense Equipment
- Law Enforcement
- Spacecraft
- SATCOM

Cleantech

- Energy & Power
- Sustainability
- Energy Storage
- Electrification

Health

- Medical Device
- Life Sciences
- Pharmaceuticals
- Laboratory & Diagnostics
- Point of Care

Industrial Equipment

- Automation & Robotics
- Instrumentation
- Factory Systems Design & Integration

Mobility

- Automotive
- Electric Vehicles
- Marine & RV
- Urban Air Mobility
- Micromobility

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The Future of People in Industry



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The Future of People in Industry

01

Lean

Lean (continuous improvement through respect for people) is an essential competitive tool that is dramatically underutilized in the USA.

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The Future of People in Industry

02

Innovation Without Production is a Dead End

Reshoring is less important than ensuring that the next generation of technologies are manufactured here. There is a resurgence in hard-tech development that must be sustained.

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The Future of People in Industry

RugDoctor
Clean deeper. Feel better.

2



Innovation
Without Production
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Trade Education

Many universities act like luxury goods, and many college degrees are grossly over-priced. It's essential that we invest in trade education at the secondary level and beyond.

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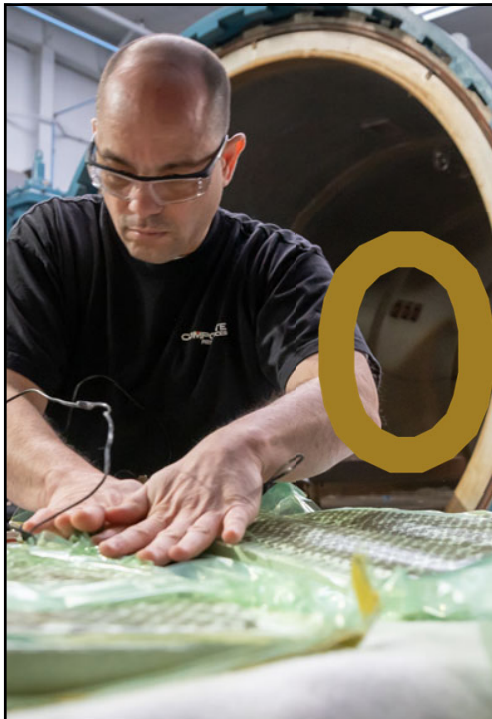


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04 Collaborate

Re:Build is building an American Keiretsu. We reject 1980s GM style conflictual vendor-customer relations. We need a hard reboot on vendor and customer relationships.

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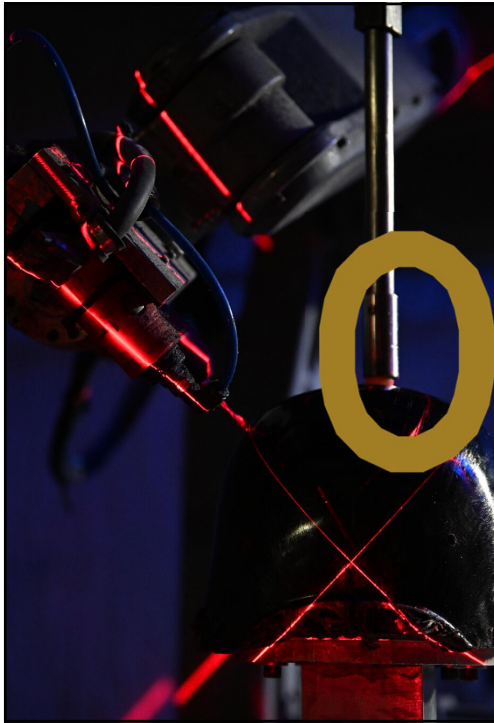


The Future of People in Industry

05 Prioritize

There is too much focus on government/private funding next generation (or two generations out) technology and not nearly enough on developing cost-effective delivery for current technology.

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06 Software & Robots

Silicon Valley wants us to believe that orchestration software will fix all our problems. Robots too. They won't, and besides they will sell them to everyone around the world at exorbitant prices.

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07 Systems and Culture

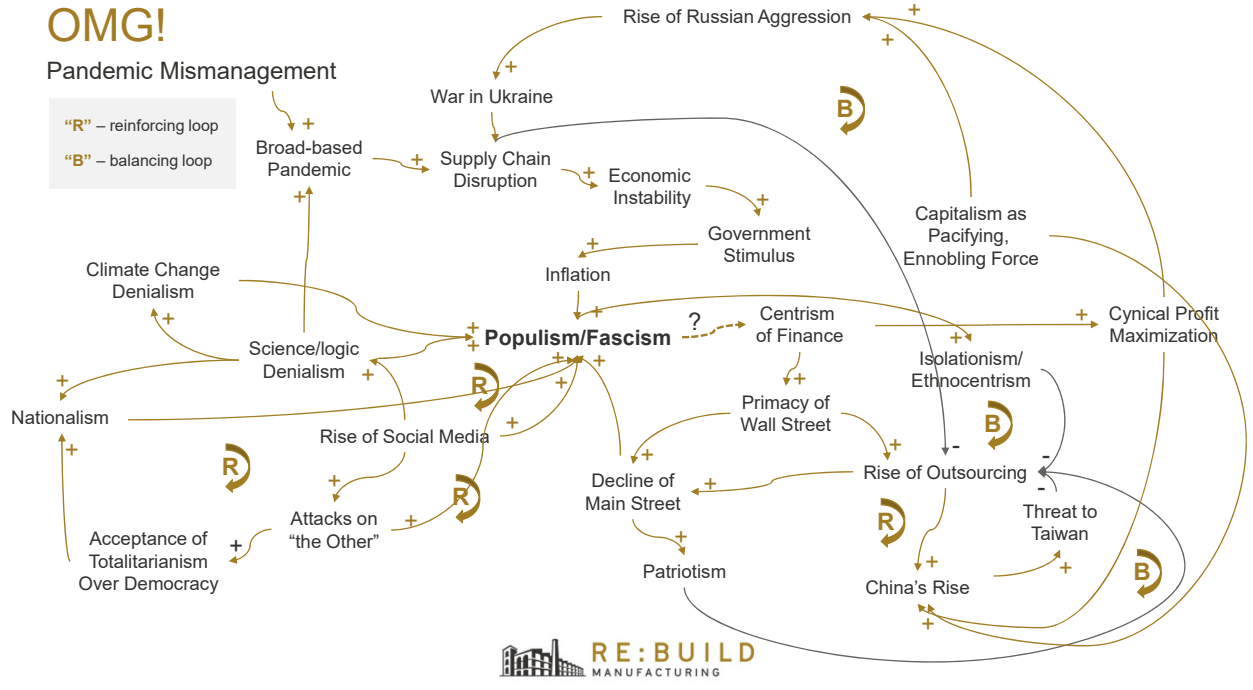
A sustainable competitive advantage can only come from an understanding of the system dynamics as they are and how we want them to be, and development of the appropriate culture to reflect that reality.



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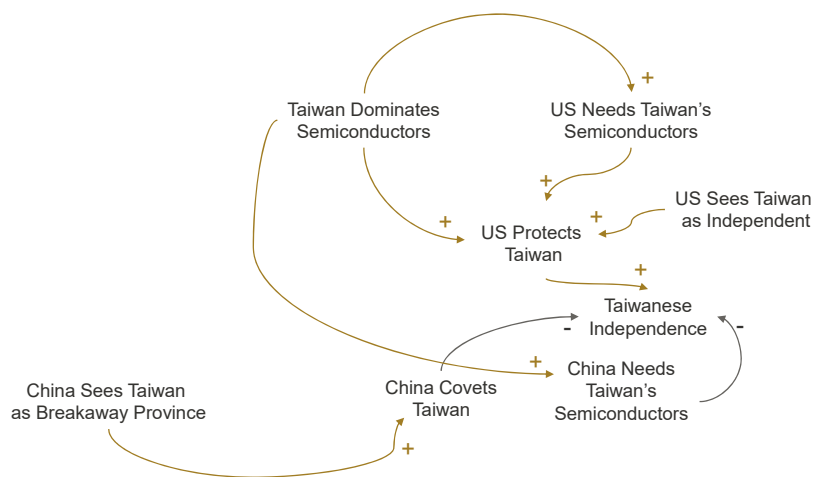
Pandemic Mismanagement

- “R” – reinforcing loop
- “B” – balancing loop



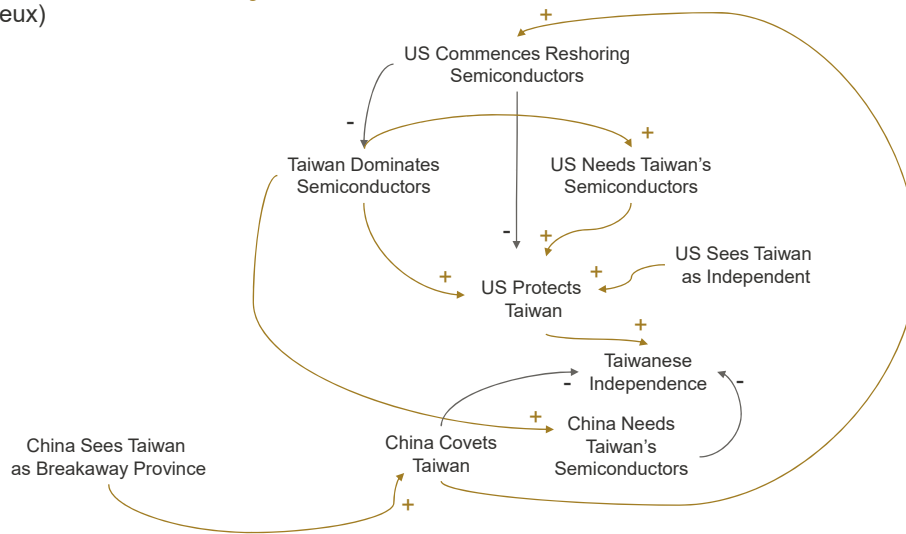
Drilling Down -“Yesterday”

(Frenemies)



Drilling Down – “Today”

(Cold War Part Deux)



Drilling Down – “Tomorrow”

US No Longer Dependent on Taiwan for Semis

