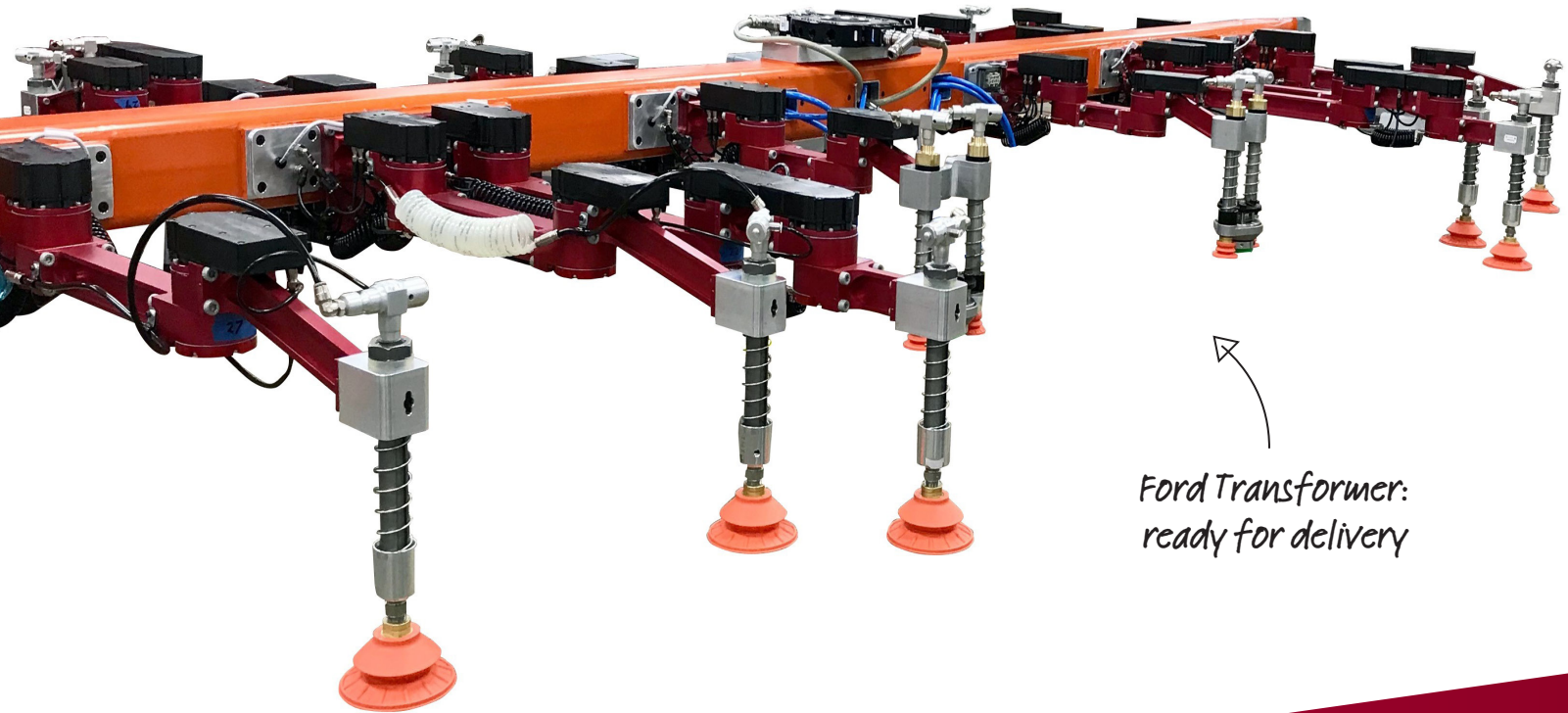


Hot Off the Press

Transforming Opportunities



Ford Transformer:
ready for delivery

Driving Cross Sell Opportunities

Sales Wins

Fabtech 2019

Transforming Opportunities

HR Corner

Case Study

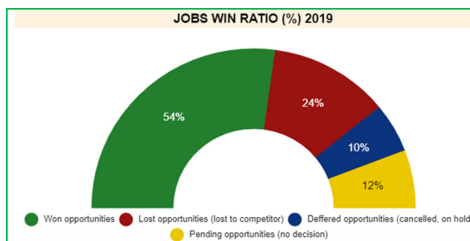
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Hot off the Press



Driving Cross Sell through Norgren and Bimba Distributors

As part of our 2020 initiative to cross sell our products in other industries, we introduce to you our Vision Mount Kit: the first of three new product sales kits we have planned to release this year. With an anticipated launch date by end of February, the VMK is a single-armed device which allows users to mount their inspection cameras in any machine handling area and won't be affected by vibration. Stay tuned for more updates!



Sales Wins

NAS outperformed the market in 2019! Measures of OUR success are:

- > 14% better performance: Outperformed the automotive tooling market in sales and on track to outperform the market by 10% in 2020
- > 300% growth at GM in 2019: \$1.7M sales, \$506K in 2018
- > 6 new customers: VW Brazil, Canada Stampings, Rivian, Motor City, Milan Metals
- > \$1M PGS grippers: Incremental growth and took share from competitor, PHD
- > \$400K in Transformers: Ford-Commercialized Transforming Tooling.
- > 16 training events, 236 hours: Distribution-IA, Bimba, and Vertical
- > \$5.4M: Hitting distribution sales budget and on track per NAS 5-year plan
- > \$450K: Increased sales adjacent stamping GE, John Deere, Amvian and Adient
- > Two sales product sales engineers: eDBA and new presses. Assisted in winning \$3.2M
- > \$950K Easy Load sales- New IP

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Transforming Opportunities

Transforming Tooling has taken great strides since our last newsletter. As the team prepares for the tool to be taken to Ford in March, we have more than ten customer visits scheduled! We are excited for the potential opportunities and exposure this brings to our product!



Leslie Brunet
Estimator



Sharon King
Customer Service Representative



Alice Sullivan
Customer Service Representative



Dan Smith
Manager of Sales



Tina Horne
Customer Service Representative



Victor Lacerda
Estimator

NPS Score

Congrats on an excellent year!

Our 2019 final score was 44%, which is a 12% increase from last year.

Much deserved recognition from IMI Corporate was given to our Detroit Customer Service team for 'Best Improvement.' Thank you to **Leslie Brunet, Tina Horne, Sharon King, Victor Lacerda, Dan Smith, and Alice Sullivan** for providing excellent Customer Service. Keep up the great work!



Fabtech 2019

On November 11, 2019, a small team packed their bags and their robots and headed out to Chicago for the annual Fabtech Expo.

This year NAS led a speaking session regarding Transforming Tooling, which was well received based on the attendees' feedback.

Thanks to those who attended and made Fabtech 2019 a success; we look forward to Fabtech 2020!

HR Corner

Way to Go!

Just a quick shout-out to recognize a few of our many employees for their outstanding behavior and performance this quarter!

Monthly Award Winners – **Ben McGowen, Dan Lukasik, Hamilton LaRee, and Thomas Janitor.**

Holiday Season

Thank you to everyone who contributed towards Adopt-a-Family. Your generosity raised \$1,800 and provided two families with amazing holidays! A special thanks to **Stacey, Damien** and his wife **Courtney**, and **Keylo** for their additional efforts! The teams were rewarded with a year-end celebration catered by Olive Garden to recognize this, and all the special accomplishments and contributions made throughout 2019.

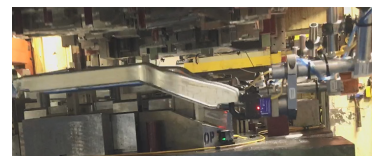
Retirement

After ten years of service, **Mark Russ** has decided to trade his job as an Electrical Assembler for the pursuit of the great outdoors. Mark was a dedicated worker who took pride in the quality of his work. We wish him and his family the best!

New Hires

- > **Robert Herrmann**, Quality Assurance Supervisor
- > **Devon Cohorst**, Designer I
- > **Stacey Stanczak-Tuscany**, HR Administrator
- > **Don Sharp**, Channel Sales Manager

Case Study: Transfer Tooling System



Click here for video

The NAS team once again demonstrated the superiority of our products and services.

Martinrea was looking for a tooling replacement as they were unsatisfied with a competitor. The original tooling took eight hours to set up and achieved 9SPM, all while still trying to configure the system to work properly.

The NAS solution only took an hour to set up, and ran immediately at 11.5SPM with no additional tweaking needed.

Great job to everyone who helped create a happy and loyal customer!



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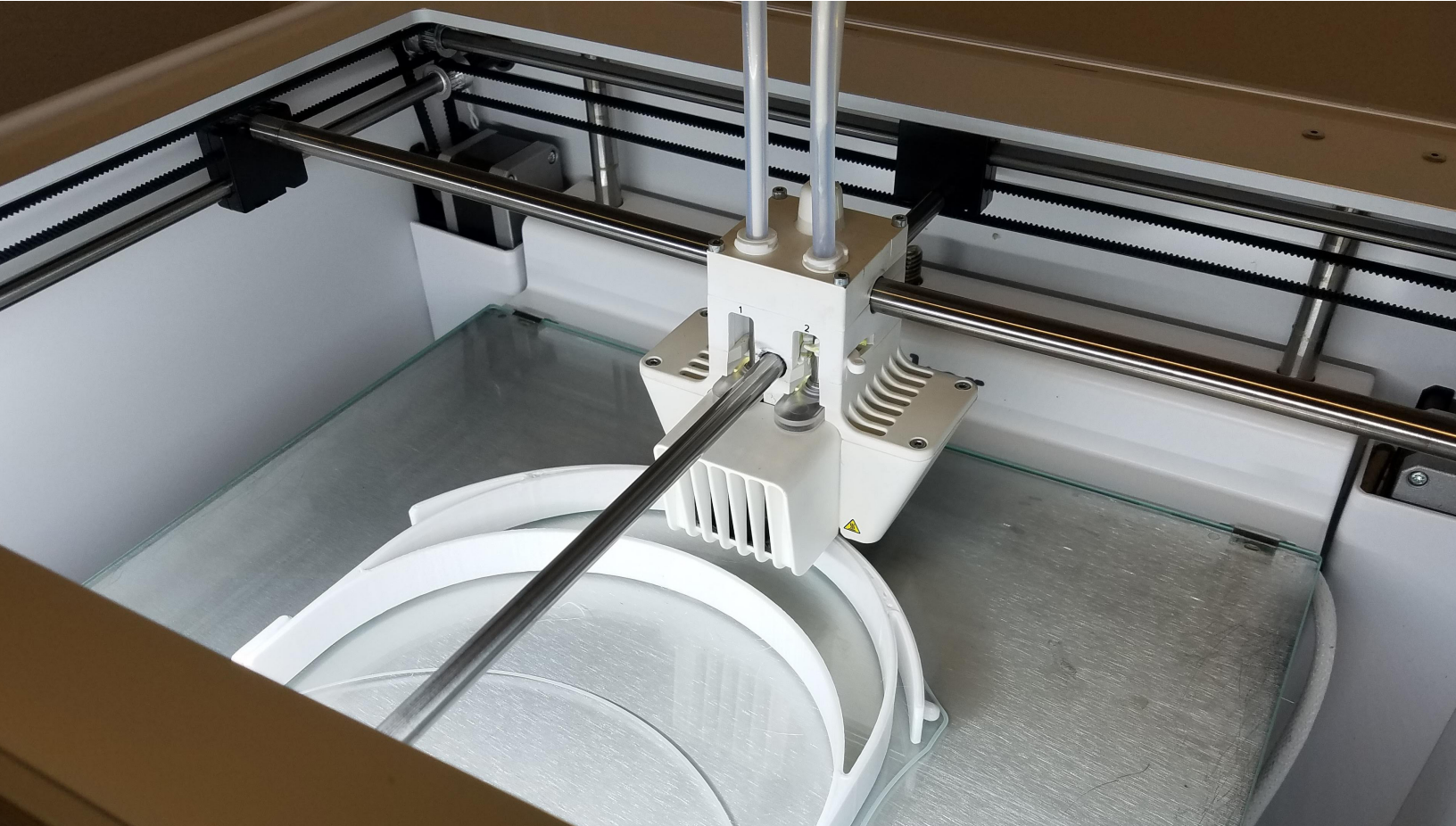
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Hot Off the Press

NAS Quarterly Newsletter

Q2, 2020
Issue Number 20



Operation Face Shield

Operational Excellence

Customer Spotlight: Rivian

HSE Glove Program

Lean in Customer Service

HR Corner
Way to Go!
January Raffle
Employee Engagement
New Hires

Hot off the Press



Operation Face Shield

Engineering continues to create PPE for local health care workers, our employees, and their families. To date, we have printed 240 face shields and 324 ear savers; 100 of which were printed on **Hamilton LaRee's** and **Ed Marttinen's** personal 3D printers!

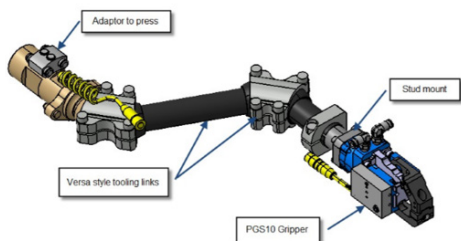
We are now making enough ear savers for everyone at NAS. We are also creating full face shields for the sales team and additional employees to use for visiting customers. Feel free to reach out to us with any ideas on how to make us safer, or if you know of someone in need.

Customer Spotlight: Rivian

For the last nine months, NAS has created a strong partnership with Rivian. Beating out several competitors, we have standardized all of Rivian's stamping presses to NAS integrated tooling and products.

Rivian's Stamping Engineer Brian Shake said, "We are using NAS again because you guys do such great work."

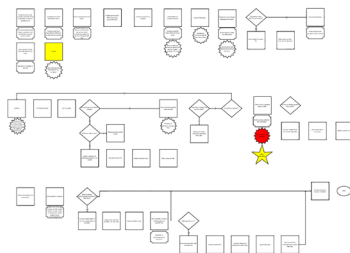
Because of our relationship, NAS Sales to Rivian for 2020 will be \$1.2M. Well done to the team for a great win! In addition to the Rivian truck, future vehicles include a sport utility vehicle and the electric Amazon delivery van.



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Lean in Customer Service

The customer service team has been taking advantage of the current situation to conduct continuous improvement activities. The team has completed three major process maps: MRO Order Entry, MRO Quoting, and Contract Review. By completing these maps, we can better understand our current processes and find opportunities for improvement. Furthermore, the improvements made in order entry and contract review will benefit outside customers and internal customers of the value stream.

The team is also about to begin a daily improvement approach for MRO quoting called Improvement Kata, which will improve quoting time to all outside customers. Our current average is 544 minutes, and our year-end goal is 120 minutes!

Operational Excellence

The Operations team had an excellent Q1: 0 Lost time Accidents, 0 Recordables, 96.5% OTD, exceeded Purchase Price Variance by \$128K, and achieved 96% productivity. Hats off to the team!

Q2 will bring new activities such as a Value Stream Mapping event which will help our business identify areas of improvement within our organization. In addition, the leadership team will be undergoing A3 problem solving training, which will include classroom and 1:1 coaching sessions. Each leader will pick a real project within their business unit and use the A3 thinking method to drive improvement.



We would like to congratulate **Jerra McGowen** on her promotion to Associate Production Planner. Jerra started with NAS in 2018 as a Shipping and Receiving Clerk. We would also like to congratulate **D'antoine Robinson** for receiving Employee of the Month from Express Temporary Services. D'antoine has been working with NAS for just over three months in the machining area running the vertical mills.

HSE Glove Program

The Glove program implemented at the beginning of the year is paying off: we have had a 75% reduction in hand injuries over this same period last year. A reminder to everyone to inspect their PPE often, and to replace worn or soiled gloves as needed. We appreciate everyone's effort and compliance with this program and look forward to meeting our hand injury goal this year.

HR Corner

Way to Go!

Shout out to a few of our employees for their outstanding behavior and performance this quarter!

February Award Winners – **John Charlton**, **Ryan Schrader**, **Ben McGowen**, and **Danny Suemnick**

**March and April winners will be picked at a later date*

January Raffle

Thank you to everyone who participated in our January raffle – we were able to raise over \$350 for charity!

Employee Engagement

Fresh Fruit Deliveries: At the start of the new year we began delivering fresh produce on a weekly basis as a healthy snack option. We will commence this delivery program as soon as possible.

Monthly Birthday Celebrations: In February we began holding celebrations and providing cake for all the employees who had birthday within that month. We hope to be able to continue this program soon.

New Hires

- » **Ann Bauer**–Assembler
- » **Derek Zegadlo**–Program Manager II
- » **Liz Achanta**–Marketing Specialist
- » **Elizabeth Karpinsky**–Customer Service Representative
- » **Jaime Cloke**–Program Manager II
- » **Jason Davis**–Shipping & Receiving Clerk
- » **John Martinez**–Shipping & Receiving Clerk
- » **Josh Jeffers**–Plant Manager
- » **Justin Fields**–Mazak Machinist
- » **Leanne Walker**–Assembler
- » **Roni Gilmore**–Buyer II
- » **Ryan Mueller**–Field Service Technician



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Hot Off the Press

NAS Quarterly Newsletter

Q3, 2020
Issue Number 21



Sales & Customer Service

Lean Update

Engineering Update: Augmented Reality

HSE: What's wrong with this picture?

Ignite Team

Operational Excellence

NAS & Vaccon Alignment

HR Corner

Way to Go!
Thank you Raffle
Employee Engagement
Employee Store
New Hires

From our leadership team, thank you to everyone for your hard work and dedication these last four months!

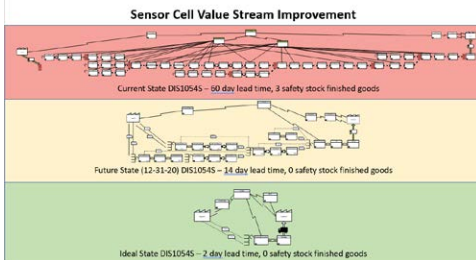
Hot off the Press

Sales & Customer Service



Congratulations to our entire Customer Facing team for achieving for achieving a 70% Net Promoter Score! 70% NPS is considered world-class; thank you to everyone for giving our customers the best service in the industry!

Lean Update



The Detroit leadership team conducted a multi-day value stream mapping event in June. The team discussed the three to five year Site Visions and created a list of key products to focus on. As a result, current, ideal, and future state value stream maps of key products were created. The team completed initial planning and are now working on implementation. More info coming soon!

Engineering Update: Augmented Reality

The engineering team is excited to begin working on a new new project: we are exploring augmented reality to help present Transforming Tooling work instructions in a whole new way.



The AR headset can show three-dimensional holograms that will guide users through operations, and can also display pictures, videos, text, and play audio. The system is hands free, and is controlled with hand gestures or voice commands.

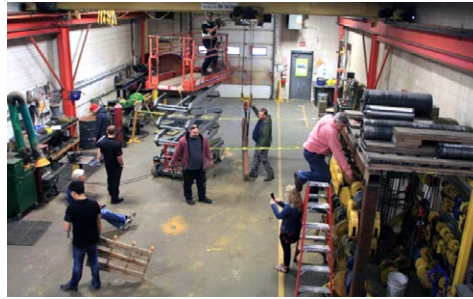
We are still in the beginning phase of the project, but are excited to see how this new tool can impact our business!

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HSE: What's wrong with this picture?



(Click image to view larger version)

The entry with the most correct answers wins! Please submit your answers via email to Rhonda.Hosler@imi-precision.com for a chance to win a prize pack. All entries must be submitted by August 13. One winner each from Rochester Hills and Saline will be announced on August 14.

Ignite Team

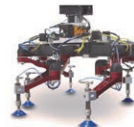
Over the last few months, NAS has been working on an Ignite team: a global team with a focus to help validate new product development through rapid testing with multiple customers. Our projects are:

Phase 1: NAS Americas; our current & running Transforming Tooling project, 2-Dimensional Press Room Destacker

Phase 2: NAS Americas; enhancing Transforming Tooling to a 3-Dimensional Inner Press

Phase 3: IMI Europe; taking Transforming Tooling to the packaging and palletizing industries.

We are excited what opportunities this team will help us bring, and look forward to the coming months as we get closer to our goal.



Operational Excellence

The Operations team had an outstanding Q2: 0 Lost Time Accidents, 0 Recordables, 97.6% OTD, exceeding Purchase Price Variance by \$108K YTD, and achieving 93.1% Productivity against the 82.2% target.



Q3, despite lower sales, will be an exciting and challenging month. Some of the new projects in Q3 include: Coupler Cell development, Transforming Tooling, and automated machine tending. Each of these projects will help NAS become more competitive and develop opportunities for future products.

NAS & Vaccon Alignment

We announced in April that NAS was aligned with Vaccon. Since then, we've taken great strides to unite both teams, which has included cross-training workshops with commercial groups, and identifying combined opportunities in general material handling by utilizing structures and vacuum systems.

HR Corner

Way to Go!

We consolidated the recognition nominees and pulled eight names for March, April, May, and June winners!

Congratulations to: Tom Ender, Marcus Farnham, Mike Humphrey, Jad Khattab, Logan LaRee, Hamilton LaRee, Mike Rodocker, and Jacob Sparks.

Thank You Raffle

As a thank you to our employees, we conducted a raffle and gave away over 100 prizes, including clothes, mini barbeque grills, and foldable tables.

Congrats to everyone who won and thank you to our entire staff for their efforts, dedication, and positive attitudes!

Employee Engagement

Due to social distancing, many of our planned engagement initiatives had to be put on hold. We hope to bring these back as soon and safely as possible.

In the meantime, we conducted an Employee Engagement survey that prompted honest feedback from our employees regarding their jobs, their managers, and the company as a whole.

Thank you to all those who participated in the survey, as your feedback will help us better our practices and company. We will continue to send Engagement surveys once a quarter so we can create real time initiatives throughout the year.

Employee Store

The employee store is now updated and available to purchase merchandise with the new Norgren logo. NAS will cover 55% of your purchase, up to \$100. Access the Employee Store here: <https://companycasuals.com/norgren/start.jsp>



New Hires

- » **Kelly Young**—Customer Service Supervisor
- » **Scott McDonald**—Assembler I

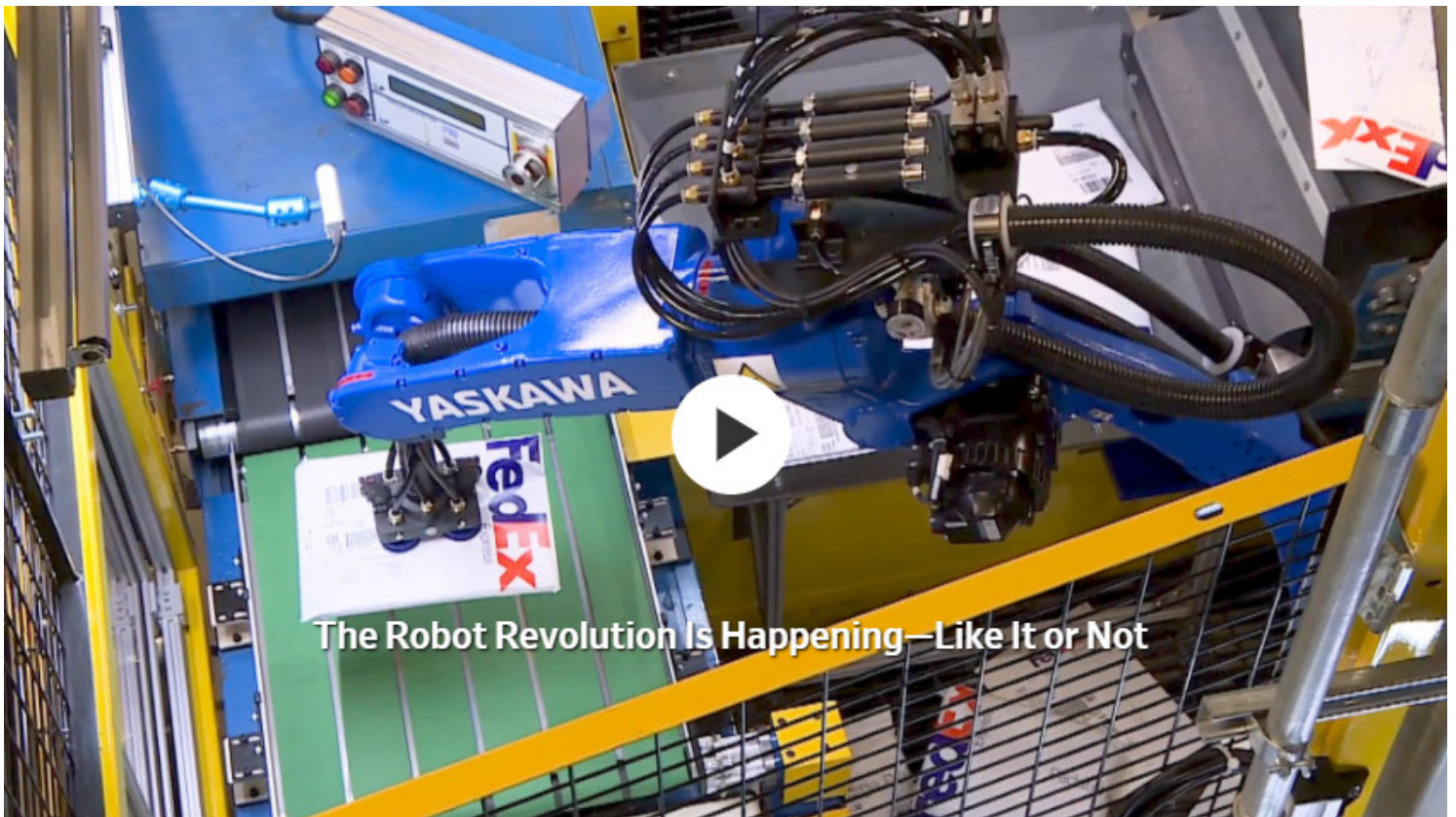


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Hot Off the Press

NAS Quarterly Newsletter

Q4, 2020
Issue Number 21



The Robot Revolution

Lean Update

Market Watch

HSE

Operations Updates

HR Corner

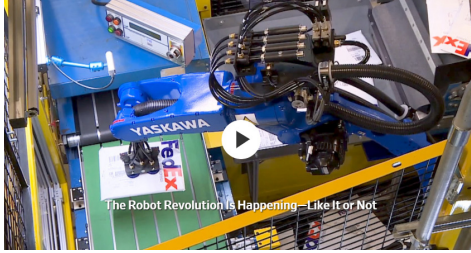
Way to Go!
Employee Engagement
Revised IMI Way to Go Recognition
New Hires

Sales Wins

*Vaccon's Bin Picking
technology featured in
Wall Street Journal*

Hot off the Press

The Robot Revolution: Vaccon product featured in Wall Street Journal



The Vaccon team has been working on something big – which was silently kept under wraps until August, when it was featured in the Wall Street Journal.

The new tool, an automated 'Bin Picking' machine, historically has been hardest jobs in the logistics industry to automate. This smart and versatile system can reach deep into any size bin to pick and place any product, regardless of weight, size, or material.

The WSJ article may be accessed here: <https://www.wsj.com/articles/as-e-commerce-booms-robots-pick-up-human-slack-11596859205>

Lean

The Detroit team has been working to develop a new production cell for couplers. The new cell will incorporate single piece flow and provide the ability to ship directly following the assembly of each order. The cell design incorporates the use of Kanban systems to provide materials to the cells eliminating the need to kit as a separate activity.



Market Watch: The rise of electric vehicle manufacturing

Tesla, Rivian, Lucid Motors: what seemed like a pipe dream almost a decade ago is now the focus for the automotive industry. While these new electric vehicle (EV) companies are on the rise, integration of EV models in all automakers has been a priority. For example, General Motors has twelve new EV launches coming in the next few years, which consumes 65% of their overall tooling spend.

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Apart from motor changes, EV-centric manufacturers are also changing the way vehicles are stamped. Rather than making major body upgrades, EV manufacturers are making more software changes and are increasing the number of models created on the same platform—making it easier to add new body styles. We believe this style of manufacturing will become common across the industry, but will take time to before it becomes the new "normal."

NAS has seen many positive results from the rise in electric vehicle manufacturing. New startup companies need help getting their stampings into production; their lack of knowledge and need to ramp up production gives our company lots of opportunities to show off our products and expertise. In addition to standardizing Rivian's new press in Illinois, our team has a potential partnership with Tesla, and are working with other automakers to support their conversions to make a greener, more sustainable way consumers travel.

HSE

November and December will be busy months for our business, and for HSE. Our ISO 14001 recertification audit and corporate Lean/HSE audits are coming due, and we are waiting to hear whether our ISO 14001 recertification audit will be held on site or remotely. We will communicate specifics as soon as they are confirmed with our certification registrar.

Here are the dates for these upcoming audits:

Nov. 30-Dec. 2: ISO 14001 Environmental Recertification Audit

Dec. 15-16: Corporate Lean/HSE Audit

We will be sending out additional training information soon, as we prepare for another round of successful audits.

Operations Update

The Operations team had another successful quarter! Q3 achievements include: 0 Lost Time Accidents, 0 Recordables, 97.1% OTD, and 98.6% productivity.

Q3 activities included a Coupler Value Stream (carboard engineering), approval of the phase one trial through the automated machining cell, and emptying the supply chain office for the new transforming assembly area!

Hats off to all those who support these projects! Special thanks to those who jumped in without question at the last minute to support an "around the clock" ARV rework operation for our largest customer, Ford Motor Company. As a result, the team successfully addressed the quality issue and reinforced Ford's trust in NAS.

Q4 activities include new fire and burglar alarm system upgrades, a new vision system for the PGS gripper cell, upgraded LED lighting for the Saline facility, Tri-Axis Tooling cell Kaizen, and implementation of the laser engraver.

HR Corner

Way to Go!

Congratulations to all of our IMI Way to Go Winners for Q3:

Congratulations to:

- » **Keylo McKissack** (July)
- » **Prabath Arachchige** (July)
- » **Matt Perales** (August)
- » **Mike Trotta** (August)
- » **Lawrence Fletemier** (September)
- » **Diana Howard** (September)

Revised IMI Way to Go Recognition

A revised version of the IMI Way to Go recognition program was rolled out to all our employees. This included two new categories: Customer Focus, and Safety.

These revisions include new nomination cards, and we encourage you to post cards you receive on the Recognition Board (a new initiative in Rochester Hills that will also be coming soon to Saline). If you are a remote worker, you can nominate another employee by filling out the PDF version of the card and sending it to the employee you nominated. We continue to encourage employees to nominate each other to foster an environment of recognition.

Employee Engagement

This quarter, we brought back the monthly birthday celebrations. They look a little different as we are now sharing pre-packaged treats and fruit instead of cake to minimize contact. In the next quarter, we will hold an employee raffle and begin our Adopt a Family donation collection.

New Hires

- » **Mitchell Duggan**—Engineering Intern
- » **Ryan Konopka**—IMI Grad Engineer
- » **Greg Wassick**—Sr. Electrical Engineer
- » **Nancy Zhang**—Staff Accountant

Sales Wins

Q3 brought a lot of success to our business. We've seen a gradual rise in Maintenance & Repair Orders (MRO), and we are back to our pre-Covid numbers for these sales - which will make a busy Q4 and Q1!

New orders have also been successful for our team. We are standardizing Toledo Tool & Die's presses with our LRR Receiver, and 7-10% of our pipeline supports new Electric Vehicle manufacturing, which includes the Ford's new F150EV, the Mercedes X294EV, and the Tesla Model Y. Non-EV orders include supporting the Toyota Sequoia and the GM Colorado.



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