



Innovative Vehicle Solutions

Mission

We develop and provide reliable and innovative solutions that improve safety, vehicle dynamics and environmental sustainability in the global commercial vehicle industry.

We are a trusted source that earns partnerships with our customers by providing superior brake and air suspension products and excellent service. Our highly skilled employees are dedicated to support our customers' businesses and are committed to their business practices.

Vision

We will be the global commercial vehicle industry's preferred choice as an innovative solution provider with a focus on brake and air suspension products.

We will contribute to our customers' success and achieve profitable growth by providing technology that improves vehicle performance and facilitates ease of operation. This creates value for both our customers and our shareholders.

Our Principles - Our Tools

- **STANDARDIZATION**
 - We have standardized all of our operations and processes.
- **TAKT TIME**
 - Set the pace of production to match the demand of the customer.
- **LEVELED FLOW**
 - Product type and quantity is evenly distributed during the available time.
- **BALANCED FLOW**
 - Work tasks are evenly distributed between the different processes in the flow.
- **CONSUMPTION CONTROLLED PROCESS**
 - Production Kanban and Withdrawal Kanban
 - Signal processes to make products and signal for product to be moved.
- **CONTINUOUS IMPROVEMENT**
 - Improvement in small, incremental, and continuous steps that can be carried out every day, in every job and function of the business; eventually accumulates into very large gains.
- **VISUALIZATION**
 - Systematic attention to the goal of company wide integration of visual operation including workplace organization, standardization, displays, metrics, controls, etc.
- **CAPABLE PROCESS; RIGHT FROM ME**
 - We never pass on an error; it is impossible to make an error.
- **REAL-TIME**
 - No delays in the system or processes; information is immediate with the necessary actions taken without delay.
- **GO AND SEE**
 - Leadership participates and continually supports the employees by coaching and continually being engaged in the workplace in order to understand the work and the problems.