Lear Supplier Summit
EPMS - Americas
May 23, 2012
AGENDA

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   ‾ Profile
   ‾ Capabilities
   ‾ Footprint

➢ Purchasing
   ‾ Supplier expectations
   ‾ Purchasing requirements
   ‾ 2012’-2013’ Launches
   ‾ General information

➢ Supplier development & quality
   ‾ Supplier expectations
   ‾ Supplier requirements
   ‾ Quality data

➢ Materials
   ‾ Requirements
   ‾ EDI
   ‾ Releasing & performance
   ‾ Packaging requirements

➢ Logistics
   ‾ North America
   ‾ South America

➢ Business systems
   ‾ EDI
   ‾ Labeling requirements
   ‾ Receiving system

➢ Purchasing program tables
   (Sky Lounge)

➢ BREAK
Lear Profile

• Leading Tier 1 global automotive supplier 2011 with sales of $14.2 billion

• $1.8 billion three-year sales backlog

• Strong global market positions and low-cost footprint in Seating

• Electrical Power Management Systems

• Diversified sales and customer base serving all of the world’s major automakers

• Strong balance sheet, with $1.8 billion in cash and no debt maturities until 2018

• Leader in product quality, customer service and innovation
EPMS – Complete Systems Solutions

Uniquely positioned to leverage expertise in wiring, terminals & connectors and electronics for efficient electrical power management systems

Complete Architecture Solutions for Electrical Distribution and Power Management

Wiring / EDS
Power Distribution & Management

Terminals & Connectors

Electronics

Control & Connectivity

Advanced Efficiency Systems

Innovating And Executing With Unrivaled Efficiency
EPMS Americas Manufacturing Plants & Distribution Centers
Purchasing
Lear Supplier Expectations

It is Lear’s objective to develop strong, long lasting business relationships that deliver positive results on a win-win environment built on:

• **Competitive pricing** - Key factor to achieve business growth

• **Customer service** - Constant, clear, reliable communication

• **Engineering support** - Proposals for new/alternative technology or materials

• **On time delivery** - Supported by costumer service commitment

• **Quality products** – ZERO defects.

• **Localization opportunities** - Bring your products closer to Lear

• **Flexibility** - Globalization is here, we need to think “out of the box”

• **LSA** - Long term agreements offering productivity incentives in exchange for extended contracts

• **SCTO** - Assistance and proactive participation to find cost reduction opportunities
Purchasing Requirements - Quoting

- Lear requires that ALL suppliers use the online quoting system in e-SRM.
  - Traceability
  - Data storage
  - Faster response

- Quoting requirements:
  - Standard pack
  - Minimum order quantity
  - Lead time
  - Unit of measure
  - Cross references
  - Currency
  - Country of origin
  - Shipping location
  - Manufacturing location.
  - Tooling: cavities, capacity, useful life, etc.
Purchasing Requirements – Quoting cont...

• Quoting timing
  • Domestic / off-shelf – 2 to 4 days
  • Overseas – 3 to 5 days
  • New – 10 days

• ECN process
Purchasing Requirements - Invoicing

New invoice processing

- New A/P e-mail to submit invoices
  - Juarez/Chihuahua – GMBX-JUA04@lear.com
  - Honduras – GMBX-JUA17@lear.com
  - Apodaca – GMBX-JUA14@lear.com
- Open invoices 25th and 10th of each month
- Account statement in excel
- Company name
- Lear plant name
- Shipper & invoice number
- Currency
- PO number
- Lear part numbers
- Supplier part numbers
- Unit of measure same as PO
- English / Spanish translation
Purchasing Requirements - General

- Suppliers must improve communication between sales and customer service.

- Log in to e-SRM to check for purchase order amendments, and new purchase order release [https://access2.lear.com](https://access2.lear.com)

- Check Covisint page for updated supplier requirements, forms, and other information [https://lear.portal.covisint.com](https://lear.portal.covisint.com)

- Make sure that you have a “current” supplier administrator [supplieraccess@lear.com](mailto:supplieraccess@lear.com)

- Submit updated quality & environmental certificates before they expire [suppliercertificates@lear.com](mailto:suppliercertificates@lear.com)
2012 – 2013 Major Program Launches

• 2012
  • GM GSV SUV – Aug (Monarca) 62K
    • Juan Carlos Parra - Buyer
  • GM ONIX – Oct (Navegantes) 262K
    • William Okada - Buyer
  • GM U31X – Nov (Navegantes) 9K
    • Carolina Saporito - Buyer

• 2013
  • Ford C346 – Apr (Pacheco) 56K
    • William Okada - Buyer
  • GM Y1XX – Jul (Torres) 26K
    • Shadia Haidous/Claudia Muñiz - Buyer
  • GM K2XX – Oct (Monarca) 1M
    • Claudia Muñiz - Buyer
  • Ford C489 – Oct (Nova) 33K
    • Blanca Montenegro - Buyer
EPMS Americas Purchasing Organizational Chart

Wade Richardson
Purchasing Director

Carlos Burciaga
Purchasing
Mex/Hon

Ramon Ramirez
Wire &
Protections

Lourdes Rico
Terminals &
Connectors

Carlos Junior
Commodity
Purchasing
Brazil/Arg

Raphael Pinto
Purchasing
Brazil/Arg

Efrain Gallegos
Systems / Spotbuys

Ana Holguín
Ford / Chry

Claudia Muñiz
GM / Asian

Jose Castellanos
Wire &
Protections

Ricardo Ponce
Terminals &
Connectors

Francisco Magallanes

Alejandro Herrera

Sua Salazar

Jesus Concha

Antonio Medina

Sergio Espinoza

Ana Esquivel
C346

Fernando Compean
Volt/P1LL

Blanca Montenegro
C489

Juan Carlos Parra
GSV/T300

Edmundo Rodriguez
C344/P473

Everton Oliveira
T6/C307

William Okada
ONIX/C346

Carolina Saporito
GMi700/U31X

Marina Gaspar
Spotbuys

Josimari Bromatti
Spotbuys

Ricardo Meza
Spotbuys

Ana Esquivel
C346
Supplier Quality Expectations, Requirements
QUALITY POLICY

“Through a strategy of continuous improvement and teamwork, Lear Corporation is dedicated to establishing the highest industry standards for quality, value, service and technology.”

The foundation for achieving our commitment is based upon:

- Recognizing and understanding the requirements of our internal and external customers;
- Developing and implementing processes for Design, Engineering, Manufacturing, Administration and Quality that support the elimination of waste and the prevention of problems; and
- Effectively utilizing the creative talents of our employees and suppliers.
Role of Lear Supplier Development

“Help Suppliers be Successful”

Tools:
- AIAG guidelines (APQP, PPAP, FMEA, MSA, etc.)
- Lear standards (e.g., ProFile APQP system, SCR, QN, EDI)
- GM standards (e.g., PPQP, GP-12)
- Industry Standards (IPC, AEC, etc.)
- Escalation process – Communicate issues

Key Indicators:
- Zero PPM
- No launch issues
- Rapid problem resolution
- All milestones completed on-time
- Supplier Rating System (SRS)
- Change Management
Lear Quality Expectations

ZERO DEFECT Performance in:

- Part Quality = *Part to print*
- Development Activities = *Completed and on-time*
- Delivery Performance = *100% OTD*
- Service / Responsiveness / Communication = *Fast and Good*

_Do Everything Necessary to Assure Zero Defects!_

*(Same as Our Customer’s Expectations)*
How to Achieve Zero Defects?

1. Understand **Requirements**
   - Part, Lear, Systems, GM

2. Identify and **Remove** Causes of **Defects**
   - APQP, KPC, Sub-Suppliers

3. **Validate** the Product, Processes, & Controls
   - PPAP, Pre-Launch Containment (GP-12)

4. Address and **Resolve Problems** Quickly and Effectively
   - Communication and documentation
1. Understand Requirements

- Design record (drawing and specifications)
- Dimensional and functional Key Product Characteristics (KPCs)
- Lear Global Supplier Quality Requirements Manual –Lear.com
- Automotive (e.g., AIAG guidelines, APQP, PPAP, etc.)
- OEM specific requirements
- Documentation (e.g., PPAP, 8-Ds, traceability, etc.)
- Process readiness (e.g., APQP, DPR, Run-at-Rate, etc.)
- Logistics and packaging, C-TPAT
- Supplier Change Requests -SCR
- IMDS
- SQTS –Quality Notices
- ProFile –High Impact suppliers APQP
- SRS
- Etcetera
1. Understand Requirements (cont.)

System Access for Suppliers:

- Each system can be accessed through eSRM at https://access2.lear.com or by using the following link: https://lear.portal.covisint.com, select Web Applications by hitting the following links:
  - Supplier Rating System
  - Supplier Bulletins
  - Profile Supplier APQP
  - Supplier Quality Tracking System

- User manuals are available in eSRM under manuals menu option after a successful login.

- Also; www.Lear.com / Supplier Information
2. Identify & Remove Causes of Defects

APQP

Intent:
• *Find problems early and resolve them prior to launch (production)*

Content:
• Develop a robust manufacturing process to deliver **Zero Defects**

• Examine all possible problems before they cause interruptions in production

• High Impact Suppliers must use Lear ProFile
  – APQP Deliverable checklist (31 Elements) can be accessed through eSRM at [https://access2.lear.com](https://access2.lear.com) under Quick References menu option
Key Characteristic Identification

Intent:

• Assure common understanding of important product features

Content:

• Identify dimensions / features on the drawing that: “reasonably anticipated manufacturing variation could cause significant change in customer satisfaction”

• Customer is from the next operation to vehicle buyer

• If Key Characteristics not specified by Lear; Supplier should select.
2. Identify & Remove Causes of Defects (cont.)

Sub-Supplier Management

Intent:
•  **Assure Zero Defects from sub-suppliers**

Content:
•  Apply these same requirements to your suppliers – Zero Defects (e.g., APQP, IMDS, PPAP, Problem Solving, etc.)
3. Validate Product, Processes & Controls

Production Part Approval Process (PPAP)

Intent:

• “Assure 100% production process and materials can produce conforming material during a significant production run.”

Content:

• Level 3 submission required (all documentation)
• IMDS “accepted” status before PPAP approval – Lear site 632
  – https://www.mdsystem.com
  – All suppliers must provide evidence of product data submission acceptance by Lear with every PPAP submission.
• May require on-site PPAP review of processes
• Annual Layout is required for all parts
Early Launch Containment (GP-12)

**Intent:**
- *Temporary and extra-ordinary controls put in place during launch to absolutely guarantee Zero Defects regardless of effort or cost*

**Content:**
- Additional Control Plan to assure Zero Defects are delivered to the customer
- In-process additional controls/checks
- Validation that normal PCP provides Zero Defects
- Self-exit after 90 days of Zero Defect receipts.
3. Validate Product, Processes & Controls (cont.)

Change Control

Intent:
- Obtain appropriate approval to assure no build/performance issues

Content:
- Review mandatory requirements in PPAP (4th edition) Section 3
- Use SCR to request approval for changes (https://lear.portal.covisint.com)
- SCR provides authority to implement the change
- PPAP approves the change was made correctly
- Perform ‘Trial Run’ at plant if change affects Fit, Form, or Function
4. Resolve Problems

Problem Solving

**Intent:**
- *Aggressively address every problem*

**Content:**
- Documentation of comprehensive problem investigation and permanent resolution. Including escape points and systemic causes.
- Should be used on any problem (e.g., late delivery, mis-communication)
- Read across lessons learned throughout the organization
- Informal 8-Ds: used to document important issues

**Lear Requirements:**
- 24 hour initial response,
- 72 hour root cause identification,
- 30 day permanent corrective action implementation
4. Resolve Problems (cont.)

Communication

Intent:
• *Clear, concise, and complete*

Content:
• Change communication
• Problem solving activities
• Documentation in 8-D’s
• Know when to raise a flag / escalate issues
• Concerns or bad news needs to be communicated quickly
Quality Data
Quality Performance - Electrical

PPM Performance:

<table>
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<th>Year</th>
<th>Plant Quality</th>
<th>Supplier</th>
<th>Design</th>
<th>Warehouse</th>
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<td>89%</td>
<td>92%</td>
<td>8%</td>
<td>6%</td>
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<tr>
<td>2009 Actual</td>
<td>92%</td>
<td>92%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>2010 Actual</td>
<td>89%</td>
<td>92%</td>
<td>9%</td>
<td>9%</td>
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<tr>
<td>2011 Actual</td>
<td>71%</td>
<td>27%</td>
<td>2%</td>
<td>1%</td>
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<tr>
<td>2012 Q1 Current</td>
<td>68%</td>
<td>28%</td>
<td>2%</td>
<td>1%</td>
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</table>

Lear has improved own quality processes while suppliers issues increased

Highlights

→ 28% Supplier related issues during 2012 Q1.

→ Ford Q1 Industrial commodity PPM reduced 27% from 22 to 16 (2011-2012).

→ Zero quality defects policy from GM and other customers

→ Tougher customer polices on concerns and chargeback process.

→ New products for electrical cars involved on high impact concerns.
Supplier Quality Status - Electrical

Supplier Quality Notice Trend:

- Negative trend aver years of QN’s quantity
- A total of 422 QN’s on top 6 suppliers that represents 46.8% contribution during 2011
- 46 Repetitive events on top 6 suppliers
- 41 Costumer incidents

Top Supplier Impact:

Supplier RPPM Trend:

- Significant increase of 83.3% on PPM comparing 2010 with 2011 Year
- Negative PPM trend continues during 2012 Q1
- Directed supplier with main effect on issues affecting Lear and Customers
- 2011 & 2012 Top PPM suppliers currently In CS1 and CS2 containment - zero defects policy

Increasing supplier quality issues impacting Lear plants. Zero quality defects policy in-place
Quality Performance - Electronics

PPM Performance:

<table>
<thead>
<tr>
<th>Year</th>
<th>Plant Quality</th>
<th>Supplier</th>
<th>Design</th>
<th>Warehouse</th>
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</thead>
<tbody>
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<td>69%</td>
<td>12%</td>
<td>19%</td>
<td>6%</td>
</tr>
<tr>
<td>2011 Actual</td>
<td>76%</td>
<td>6%</td>
<td>18%</td>
<td>4%</td>
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<tr>
<td>2012 Q1 Current</td>
<td>75%</td>
<td>4%</td>
<td>21%</td>
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</table>

Highlights

→ 21% Supplier related issues during 2012 Q1 - flat performance
→ Ford Q1 Industrial commodity PPM reduced 38% from 32 to 20 (2011-2012)
→ Zero quality defects policy from GM and other customers
→ EOS/ESD root caused but difficult to determine source of damaged (facility)
→ Tougher customer polices on concerns and chargeback process

Supplier quality issues spiking while design issues are reducing
Supplier Quality Status - Electronics

Supplier Quality Notice Trend:

- Negative trend average years of QN’s quantity, 79.0% increase from 2010 to 2011 year
- A total of 109 QN’s on top 5 suppliers that represents 49.0% contribution during 2011
- 11 Repetitive events on top 5 suppliers
- One Plant disruption

Supplier RPPM Trend:

- Significant increase of 90.9% on PPM comparing 2010 with 2011 Year
- Most issues on electrical components reported in warranty
- Negative PPM trend continues during 2012 Q1

Top Supplier Impact:

- Increasing supplier quality issues impacting Lear plants. Zero quality defects policy in-place
Supplier Quality – Goals & Objectives

Goals and Objectives:
Eliminate supplier related problems at all EPMS Plants. Will focus on supplier new launch readiness and current production.

Key Elements:
• Renewed focus on Supplier Quality metrics
• Enforced Supplier Quality function regionally and globally
• Increased awareness of issues to Supplier’s upper management – escalation process
• Use existing systems; enforce discipline on worst suppliers, containment breaks and issues affecting Lear’s customers
• Increased Global standardization of procedures and guidelines
• Provide increasing expectations and execution on supply base
• Increased communication inside Lear – sharing between Lear’s Global regions (EU, Asia, Americas)

New Supplier Quality Organization:
• Roles and Responsibilities for global Supplier Development/Supplier Quality activities have changed. Supplier Development activity is now owned by regional operational Quality teams.
• Created Supplier Technical Assistance (STA) role to focus on prevention, current issues, and supplier escalation. Created Supplier Initiative(SI) role to focus on standardization of systems, processes and communication.
Supplier Quality – Key Actions in 2012

**Key Actions**

- CS1/CS2 for recurring quality issues
- Customer satisfaction QNs for non-compliant PPAP submissions
- Increase incoming inspection for problematic suppliers
- Reject complete lot of bad / suspect material
- Monthly review of supplier performance metrics to identify worst suppliers
- Daily conference calls related to customer incidents or plant disruptions
- Coordinate new programs supplier day along with Purchasing
- Formal letter notification from Lear Southfield upper management to worst supplier executive management
- Escalate major issues through supplier’s upper management – letter to upper management up to CEO level as required
- Executive meeting at Lear’s HQ in Mexico and US offices
- Increased on-site visits and audits at worst suppliers
- Audit previous issues that hit Lear plants using PFMEA tool for process prevention
- Strengthen PPAP approval process

**Lear organizational structure realignment adding more resources for Supplier Quality activities**
Materials Guidelines
• Suppliers are Required to incorporate EDI
  • Traditional or Web Based

• Suppliers are required to produce & ship according to releases (shipping/ not delivery schedules)

  • Lear manages releases based on cumulative required quantities

  • Lear will issue QN’s to Suppliers not shipping as per the weekly required release quantity – I.E. Over shipments/ Under shipments

    • Over shipments will result in returns to the offending supplier

    • Suppliers not meeting the weekly cumulative release quantities are required to expedite at their cost to prevent line stop situations at Lear and/ or in addition to Lear’s end Customers.

    • Suppliers will be charged back for all downtime at Lear, and/or in addition to Lear’s end Customers as a result of not meeting required ship quantities and timing.
Electronic Data Interchange – Supplier Requirements

Lear employs EDI Standard AIAG ANSI X12 (v.002040 & v.003040) for all inbound and outbound EDI transmissions (with the exception of 862 daily releases if required, which use ANSI X12 (v.004010).

- **EDI Release transmission**
  - 830 Weekly Planning Release – Lear will transmit a weekly 830 planning schedule using the ANSI standard
    - Wiring Plants use ANSI X12 version 002040
    - Apodaca use ANSI X12 version 003040
  - If supplier is not EDI capable, it is expected that the supplier will use Web EDI through COVISINT to view and download their weekly schedules
  - Lear will provide the WEB EDI requirements
  - NOTE: Lear sends a cum based release. Supplier ERP system is responsible for netting requirements based on cum shipped and prior cum required data.
Electronic Data Interchange – Supplier Requirements

• EDI Advanced Shipping Notification
  – **856 ASN (Advanced Shipping Notification)** – Lear requires that its Suppliers utilize the A.I.A.G. 856 ANSI EDI format for transmission of ASN data.

    • Wiring Plants use ANSI X12 version 002040
    • Apodaca uses ANSI X12 version 003040

  – If supplier is not EDI capable, it is expected that the supplier will use Web EDI through COVISINT to send Advanced Shipping Notification.

  – All ASN’s are to be transmitted from the Supplier to Lear within 30 minutes of the shipment departing the Supplier’s shipping dock

  – An ASN is required for each shipment that departs the Suppliers shipping dock
Materials - Supplier EDI Compliance Audit

- Only 13% of 106 Suppliers audited comply 100% with Lear’s EDI use requirement
Advanced Shipping Notice

The Lear raw material receiving process is dependant upon Supplier ASN’s and Supplier labels being compliant to Lear specifications

Current impact to Lear:

- **Supplier ASN’s**
  - For every supplier ASN that fails to be integrated into the system, Lear is charged $20 by our 3rd party raw material consolidator.
  - This cost will eventually be passed back to the supplier per direction from Lear Corporate Purchasing and Logistics

- **Supplier Labels**
  - Re-printing of supplier labels
  - There are some Lear facilities that have to re-print 100% of supplier labels
    - This is done to provide a unique identifier within Lear’s system
    - This is in some degree due to non-compliant supplier bar code labels
      - Not able to scan the supplier serial number and/or part number
      - Not consistent data provided on labels across suppliers
Cause and Effect

• **Cause** - Supplier ASN failure (or failure to send)

• **Effect**
  - Data has to be entered manually into the system
  - Time consuming
  - Prone to human error
  - For every supplier ASN that fails to be integrated into the system, Lear is charged $20 by our 3rd party raw material consolidator for manual data (ASN) entry.
  - No visibility of in-transit material from supplier

• **Cause** - Supplier Label not compliant (not able to be scanned)

• **Effect**
  - Requires re-printing of supplier labels at Lear or 3rd party facility
  - This is done to provide a unique identifier within Lear’s system
  - This should be the supplier serial number/part # combination
  - Cost of labels
  - Time consuming
Materials Management - Supplier Requirements & Expectations

• Supplier’s delivery performance will be monitored, and graded by each plant based on the cumulative quantity required weekly

• Suppliers will be penalized for each incident, part number not meeting the required ship quantity in any given week

• Suppliers are required to meet, and comply with Lear’s established Packaging Specifications

• Suppliers are required to comply with established, communicated routing instructions
  - Normal transportation as specified in Routing Instructions
  - Airfreight – Suppliers will only airfreight material using Lear’s account information when **authorized by each plant with a PTA and specific shipping instructions**
    - QN’s will be issued, and chargeback's / debits applied to suppliers who use Lear’s account information without authorization
Materials - QN for late Delivery or Over shipment

• UNDERSTANDING THE OVERALL PROCESS
  – The Supplier Rating System (SRS Scorecard) summarizes the supplier overall and ship location performance on a monthly basis. Delivery makes up 20% of your total score.

  – Suppliers must be registered in the Supplier Relationship Management (eSRM) and Supplier Quality Tracking System (SQTS) to be able to view and print their Monthly Scorecards and Metric charts on the 12th of the following month.

  – Suppliers not registered must be directed to the www.learcovisint.com web page, and complete the on-line request form for access.

The Delivery Rating category is calculated by the system and is based on the sub-type and the sum of the number of occurrences within the following 3 Severity levels (minor, major-plant disruption & customer delivery incident):

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<th>Delivery – Rating Scale / Score</th>
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<tr>
<td>QN Sub-Type</td>
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<tr>
<td>Damaged (Minor)</td>
</tr>
<tr>
<td>Early / Overship (Minor)</td>
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<tr>
<td>Missed / Short Shipment (Minor)</td>
</tr>
<tr>
<td>Missed / Short Shipment (Plant Disruption)</td>
</tr>
<tr>
<td>Missed / Short Shipment (Customer Incident)</td>
</tr>
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</table>
## Materials - Standard Waterfall Report

Currently, the cum received for [redacted] is 11,800 and the cum required, considering 0.0 transit days, is 17,800. This part is undershipped by 6,000 units (EA).

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</tr>
</tbody>
</table>

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Supplier Delivery Performance - Over shipment Estimated Dollar Value

January – March 2012 Over Shipments

<table>
<thead>
<tr>
<th>Supplier</th>
<th>Estimated Dollar Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>APODACA</td>
<td>$3.0</td>
</tr>
<tr>
<td>AZTECAS</td>
<td>$0.3</td>
</tr>
<tr>
<td>MONARCA</td>
<td>$3.2</td>
</tr>
<tr>
<td>NACO</td>
<td>$1.6</td>
</tr>
<tr>
<td>NOVA</td>
<td>$0.3</td>
</tr>
</tbody>
</table>
# Supplier Delivery Performance - Over Shipments by Commodity & Value

<table>
<thead>
<tr>
<th>COMMODITY TYPE</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIRE</td>
<td>$383,843</td>
</tr>
<tr>
<td>TERMINALS</td>
<td>$1,124,660</td>
</tr>
<tr>
<td>CONNECTORS</td>
<td>$873,316</td>
</tr>
<tr>
<td>RETAINERS</td>
<td>$261,128</td>
</tr>
<tr>
<td>TAPES</td>
<td>$92,107</td>
</tr>
<tr>
<td>SUB ASSEMBLY</td>
<td>$1,858,754</td>
</tr>
<tr>
<td>TUBING</td>
<td>$65,330</td>
</tr>
<tr>
<td>MULTIPLE COMMODITIES (IE. TAPES, TUBING, TERMINALS, CONNECTORS)</td>
<td>$2,353,373</td>
</tr>
<tr>
<td>SAMPLE MATERIAL</td>
<td>$1,453,345</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$8,465,856</strong></td>
</tr>
</tbody>
</table>
# Supplier Delivery Performance – January - March 2012 (Naco)

## Q1 Delivery Rating

![Bar Chart](image)

### Supplier Delivery Performance

<table>
<thead>
<tr>
<th>Supplier</th>
<th>January Monthly Past Due</th>
<th>February Monthly Past Due</th>
<th>March Monthly Past Due</th>
<th>April Monthly Past Due</th>
<th>TOTAL 1st Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terminals, Connectors, Tubing</td>
<td>160</td>
<td>51</td>
<td>64</td>
<td>56</td>
<td>331</td>
</tr>
<tr>
<td>Terminals &amp; Connectors</td>
<td>25</td>
<td>12</td>
<td>37</td>
<td>37</td>
<td>111</td>
</tr>
<tr>
<td>Terminals</td>
<td>0</td>
<td>15</td>
<td>21</td>
<td>30</td>
<td>66</td>
</tr>
<tr>
<td>Terminals &amp; Connectors</td>
<td>0</td>
<td>0</td>
<td>35</td>
<td>26</td>
<td>61</td>
</tr>
<tr>
<td>Flex Wrap</td>
<td>24</td>
<td>15</td>
<td>11</td>
<td>0</td>
<td>50</td>
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<tr>
<td>Fasteners &amp; Retainers</td>
<td>36</td>
<td>13</td>
<td>0</td>
<td>0</td>
<td>49</td>
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<tr>
<td>Connectors</td>
<td>21</td>
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<td>0</td>
<td>0</td>
<td>21</td>
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<tr>
<td>Wire</td>
<td>11</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>17</td>
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<tr>
<td>Terminals, Connectors, Seals</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Terminals, Subassemblies</td>
<td>0</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>11</td>
</tr>
</tbody>
</table>
Supplier Packaging Requirements

• Download the Lear Supplier Packaging Requirements and the Unit Load Data Sheet (ULDS) document and form

• Confirm the planned expendable / returnable container carton specifications do meet the criteria for packaging requirements. The supplier must follow these guidelines, or the packaging will be rejected until it does conform to Lear’s guidelines.
  ▪ All packaging MUST follow the 48”x45” automotive standard footprint to be accepted into the plant
  ▪ All packaging must first and foremost protect the quality of the part, but also take into consideration the cost per piece price

• ULDS form approval process:
  1) Send to Corporate Packaging Engineer for approval
     Matt Siakel – msiakel@lear.com 248-447- 5826
  2) Send to plant packaging representative for plant approval

• Helpful links:
  https://lear.portal.covisint.com/c/document_library/get_file?uuid=f2205747-d71c-46f6-bbdd-ad68d48add62&groupId=122304
Common Supplier Packaging Issues

- Packing slips hidden within pack
- Multiple packing slips on a single pallet
- Multiple plant locations on single pallet
- Pyramid stacking
- Not utilizing full pallet footprint
Common Supplier Packaging Issues (cont’d)

- Non standard pallet footprints
- Pallet load too high to allow double stacking
- Load not properly secured to pallet
- Packaging material inadequate to support stacking
Supplier Labeling
Supplier Labeling Requirements

• Currently the labeling used by Suppliers of EPMS is not consistent and uniform

• This is preventing EPMS from completing its receipt process efficiently

• It is, therefore, necessary for EPMS to re-define its requirements for Shipping Labels

• Each Supplier of EPMS is required to use the following standards/specifications for labeling its products destined for an EPMS destination.

• Label printing must comply with Shipping Parts Identification Label B3 and Bar Code Symbology B10 (AIAG Manuals and LEAR requirements)

• The link to the AIAG B-10 Label Guidelines for AIAG members is as follows:
  • https://mows.aiag.org/ScriptContent/Index.cfm
  • If your company is not a member you can access the AIAG website at:
  • http://www.aiag.org/
Supplier Labeling Specifications

Label Format – AIAG B-10 Specification

Physical Dimensions of Label – 6” Long (152 mm) X 4” Wide (102 mm)

Bar Code Symbol Height – 0.50” (13 mm)

Quiet Zones – 0.25” (6 mm) in front and behind barcode symbol

Linear Barcode Symbol Format – ANSI AIM BC1 Code 39 (Code 3 of 9)

Minimum Bar Code Print Quality
(ANSI X3.182 Guideline for Bar Code Print Quality):
  • Symbol Grade – 2.0/05/660 C(1.5)
  • Minimum Print Quality – 2.0(C)
  • Measurement Aperture – 0.005”
  • Inspection Wavelength – 660 nanometers +/- 10 nanometers
Supplier Labeling Specifications

Human Readable Characters, Lines Per Block (LPB) Measure:
- Part Number – AIAG 2LPB
- Quantity – AIAG 2LPB
- EPMS Assigned Supplier Code – AIAG 2LPB
- Package ID-Unit (Serial Number) – AIAG 3LPB
- Lot Number – AIAG 2LPB
- Manufacture Date – AIAG1LPB

Leading Characters in Barcode Symbol
- P – Customer-Assigned Part Identification (EPMS Part Number)
- Q – Quantity
- V – Customer Assigned Supplier Code (EPMS Assigned Supplier Code)
- S – Supplier-Assigned Traceability Data (Label Serial Number)
- 1T – Supplier Lot Number
- 9D – Supplier manufacture date (YYWW)
Sample Supplier Labels

Sample box label (✓ = required fields)

Sample master label (✓ = required fields)
Logistics
North America
Logistics Requirements for Suppliers

Scope: Optimize regular freight for existing and new suppliers

1. Utilize the best logistics mode for Regular Freight – US Domestic (Full truck load, LTL)
2. Optimize Regular Freight – International (Overseas Suppliers)
3. Airfreight shipments requires PTA

Strategy: Lear Corporation will submit routing instructions to each supplier

- Traffic department and Ryder issue routings

- Supplier must comply with these routing instructions
  - Any deviation will result in a QN and/or charge back to the supplier
  - Regular freight shipments via FTL or LTL are the normal mode of transportation

- Airfreight shipments via Parcel, OTC, Hand-carries or Charters requires a PTA
  - Any deviation will result in a QN and/or charge back to the supplier
  - Airfreight shipments requires PTA for each shipment

- North and Midwest suppliers must ship to our DC in Mishawaka, IN (Mexico and Honduras)

- East and Southwest suppliers must ship to our DC in El Paso, TX. (Mexico and Honduras)

- Overseas suppliers use CEVA for Asia, and Panalpina (Calsina) for Europe

- Apodaca Suppliers only ships to Linc via Central Transport in Laredo, TX. Overseas suppliers use Magno Logistics.
Routing instructions - Overseas Suppliers Europe/Asia

• **LTL Carrier:** Calsina Carre

• **Consolidation warehouse:** Antwerp, Belgium

• **Consolidation freight forwarder:** Panalpina

• **Commercial Invoices:** Supplier must include commercial invoices for each shipment with the destination plant Ex. (Plant 160)

• **Do not mix plants** in the same pallet, **supplier needs** to segregate material, create invoice and BOL by plant

• **Consolidation freight forwarder:** CEVA Logistics

• **Commercial Invoices:** Supplier must include commercial invoices for each shipment with the destination plant Ex. (Plant 160)

• **Do not mix plants** in the same pallet, **supplier needs** to segregate material, create invoice and BOL by plant
Logistics
South America
The Argentinean and Brazilian customs are severe regarding export documentation

The two documents required are:
1) Commercial Invoice
2) Packing List

For some cases, a Certificate of Origin is also required
Commercial Invoice Information

- Name & Address of Exporter
- Name & Address of Importer
- Name & Address of Consignee
- Inco term: Ex-work
- Country of Manufacture
- Payment Terms
- Purchase Order number
- Harmonized Codes
- Currency of Payment: USD
- Unit of Measure: Unit, meter, etc
- Unit Price
- Quantity
- Total Price
- Mode of Transport: Ocean or Airfreight
- Description of goods in English
- Part number
- Bank information for payment
- Signature in blue ink for Brazil
Packing List Information

- The packing list must always refer to the related commercial invoice
- Type of Package: Paper Box or Wooden Box
- Dimension of the Package: L x W x H
- Unit of Measure: Meters or Inches
- Description of goods per Package:
  - Net Weight
  - Gross Weight
- Unit of Measure: Kilograms, pounds, etc.
- The wood of the pallet must be heat-treated

- Label on each box with the name of the program: GMI700, T6, Onix, U31X, etc.
Appendices
Lear Links for New Suppliers

- Global Supplier Quality Requirements Manual

- IMDS Requirements (International Materials Data System)
  https://www.mdsystem.com/imdsHome.do

- Supplier Incoming Packaging & Finished Goods Packaging

- Supplier Notification of Production Location Change/Move

- Lear Supplier Change Request for Electrical Components (SCR)

- e-SRM
  https://access2.lear.com

- Lear Covisint
  https://lear.portal.covisint.com

- Supplier access support
  supplieraccess@lear.com

- Quality and environmental certificate inbox
  suppliercertificates@lear.com
Example of Routing instructions for US Domestic Suppliers

Supplier Shipping point

Destination point

Mode of Transportation
Example of Routing instructions for Suppliers Overseas - Europe

*LTL Carrier: Calsina Carre

*Consolidation warehouse: Antwerp, Belgium

*Consolidation freight forwarder: Panalpina

*Commercial Invoices: Supplier must include commercial invoices for each shipment with the destination plant Ex. (Plant 160)

*Do not mix plants in the same pallet, supplier needs to segregate material, create invoice and BOL by plant.

supplier: AUTOKABEL

Contact: Sureyya Brooks

Tel: 02161-32870-653

Email: sureyya.brooks@autokabel.com

Consignee:

Lear EPMS (Plant Name, Number and Hyperion Code)

920 Lomawande

El Paso, TX. 79936 USA

Mexico Plants: Hyperion Code

Monterrey, 160 465D-610

Aztecas, 164 465D-640

Novo, 196 NV2.787

Any Air shipments or Charters please contact the Plant for carrier instructions and PTA.

Effective Date of Routings: 10/25/11

SPECIAL INSTRUCTIONS:

- Supplier is responsible to contact carrier for shipments.
- Please notify carrier 24 Hours in advance for pickups and fill out the booking sheet.
- Any deviation from the above described normal routing without authorization from the Lear Plant will result in excess freight charges or Transship charges will be debited to your company.
- Your Plant Release Analyst is the only person authorized to change your scheduled shipping patterns. Any changes may result in premium freight charges to your company.
- If you have questions regarding the routing please contact your Plant contact.
- Supplier: Codes must be included with the Supplier and Consignee addresses on the Bill of Lading and Packing Slips.
- Plant Release Analyst must be notified if the Primary Carrier fails to make the pickup.
- Supplier must comply with the Lear packaging and labeling guidelines.

For complete guideline specifications go to: http://lear.content.com, select the Supplier Information link, in the box for "Purchasing Downloads and Web Guides," click on the section "Logistics Requirements for Suppliers" to view all documents pertaining to shipping to Lear Corp. ESD facilities.

Reference document: ESD North America Packaging Guidelines

RECEIPT OF THE ABOVE ROUTING INSTRUCTIONS IS HEREBY ACKNOWLEDGED.

NAME AND SIGNATURE

TITLE: ________________________________

DATE: ________________________________
Example of Routing instructions for Suppliers Overseas - Asia

*Consolidation freight forwarder: CEVA Logistics

*Commercial Invoices:
Supplier must include commercial invoices for each shipment with the destination plant Ex. (Plant 160)

**Do not mix plants in the same pallet, supplier needs to segregate material, create invoice and BOL by plant.
Example of Commercial Invoice

COMMERCIAL INVOICE

<table>
<thead>
<tr>
<th>Item</th>
<th>Part number</th>
<th>Description</th>
<th>Harmonized Code</th>
<th>Unit Price</th>
<th>Qty</th>
<th>Total Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>USD 0.00</td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td>USD 0.00</td>
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<td></td>
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<tr>
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<td></td>
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<td>USD 0.00</td>
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<td></td>
<td></td>
<td>USD 0.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Remarks
Value: USD 0.00

We declare all the information in this invoice be true and correct.

ORIGINAL

Name of the person
Position of the person
Name of the company
# Example of Packing List

## Packing List

<table>
<thead>
<tr>
<th>Type of Package</th>
<th>Item</th>
<th>Quantity of Items</th>
<th>Quantity</th>
<th>Wooden Pallet</th>
<th>L</th>
<th>W</th>
<th>H</th>
<th>CBM</th>
<th>Net Weight</th>
<th>Gross Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper box</td>
<td>Cable A</td>
<td>24,000.00 parts</td>
<td>6</td>
<td>Yes</td>
<td>330</td>
<td>230</td>
<td>130</td>
<td>0.06</td>
<td>52.20</td>
<td>52.80</td>
</tr>
<tr>
<td>Paper box</td>
<td>Cable B</td>
<td>18,000.00 parts</td>
<td>5</td>
<td>No</td>
<td>330</td>
<td>230</td>
<td>130</td>
<td>0.05</td>
<td>52.20</td>
<td>52.80</td>
</tr>
<tr>
<td>Wooden Box</td>
<td>Conector A</td>
<td>28,000.00 parts</td>
<td>3</td>
<td>No</td>
<td>1000</td>
<td>1200</td>
<td>15</td>
<td>0.05</td>
<td>61.00</td>
<td>70.00</td>
</tr>
<tr>
<td>Wooden Box</td>
<td>Conector B</td>
<td>28,000.00 parts</td>
<td>3</td>
<td>No</td>
<td>1000</td>
<td>1200</td>
<td>15</td>
<td>0.05</td>
<td>61.00</td>
<td>70.00</td>
</tr>
</tbody>
</table>

Total Gross Weight: 245.50

Total Net Weight: 226.40

Total m³: 0.22
Supplier EDI Request form (Traditional) – Electrical Plants

Lear ESG Supplier EDI Setup Request Form

Supplier Code:
Supplier Name:
Address:
City: State: Zip:

EDI Department
Contact’s Name:
Phone:
E-Mail:

Customer Service Department
Contact’s Name:
Phone:
E-Mail:

EDI Data
EDI Qualifier ID:
Trading Partner:
EDI VAN:

Receiving from Lear
Planning Releases (830):
Shipping Schedules (862):
Advance Shipping Notice (856):
Acknowledgements (997):

Sending to Lear
Planning Releases (830):
Shipping Schedules (862):
Advance Shipping Notice (856):
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Lear’s VAN is Covisint and we use version X12 - 002040
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EDI ESG Contacts:
David Quinones
(915) 787-4118
dquinones@lear.com
Claudia de Leon
(915) 787-5608
cdeleon@lear.com
Gustavo Marquez
(915) 787-4165
gmarquez01@lear.com

Lear EDI Guidelines for 830 and 856 documents:

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scustomer@lear.com

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<table>
<thead>
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<th>Assignments</th>
<th>Phone</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Wade Richardson</td>
<td>Purchasing Director</td>
<td>Americas</td>
<td>1-915-787-4106</td>
<td><a href="mailto:wrichardson@lear.com">wrichardson@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Ramon Ramirez</td>
<td>Commodity Purchasing Mgr</td>
<td>Wire &amp; Protections - Americas</td>
<td>1-915-787-4180</td>
<td><a href="mailto:ramirezrodriguez@lear.com">ramirezrodriguez@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Jose Castellanos</td>
<td>Commodity Purchasing Buyer</td>
<td>Wire &amp; Protections - Mexico &amp; Honduras</td>
<td>1-915-787-4221</td>
<td><a href="mailto:castellanosbarrera@lear.com">castellanosbarrera@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Lourdes Rico</td>
<td>Commodity Purchasing Mgr</td>
<td>Terminals &amp; Protections - Mexico &amp; Honduras</td>
<td>1-915-787-4247</td>
<td><a href="mailto:lrico@lear.com">lrico@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Ricardo Ponce</td>
<td>Commodity Purchasing Buyer</td>
<td>Terminals &amp; Protections - Mexico &amp; Honduras</td>
<td>1-915-787-4159</td>
<td><a href="mailto:rponce@lear.com">rponce@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Carlos Burciaga</td>
<td>Advanced Purchasing Mgr</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4186</td>
<td><a href="mailto:cburciaga@lear.com">cburciaga@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Ana Holguin</td>
<td>Advanced Purchasing Lead Buyer</td>
<td>Ford &amp; Chrysler programs</td>
<td>1-915-787-4124</td>
<td><a href="mailto:aholguin@lear.com">aholguin@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Ana Esquivel</td>
<td>Advanced Purchasing Buyer</td>
<td>C346 Buyer</td>
<td>1-915-787-4192</td>
<td><a href="mailto:aesquivel@lear.com">aesquivel@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
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<tr>
<td>Blanca Montenegro</td>
<td>Advanced Purchasing Buyer</td>
<td>C489 Buyer</td>
<td>1-915-787-4160</td>
<td><a href="mailto:bmontenegro@lear.com">bmontenegro@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
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<tr>
<td>Edmundo Rodriguez</td>
<td>Advanced Purchasing Buyer</td>
<td>C344 Buyer</td>
<td>1-915-787-4107</td>
<td><a href="mailto:irodriguez05@lear.com">irodriguez05@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Claudia Muñiz</td>
<td>Advanced Purchasing Lead Buyer</td>
<td>GM &amp; Asian programs</td>
<td>1-915-787-4177</td>
<td><a href="mailto:cmuniz@lear.com">cmuniz@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Juan Carlos Parra</td>
<td>Advanced Purchasing Buyer</td>
<td>T300, GSV Buyer</td>
<td>1-915-787-4215</td>
<td><a href="mailto:jparra@lear.com">jparra@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Fernando Compean</td>
<td>Advanced Purchasing Buyer</td>
<td>P11L, Volt Buyer</td>
<td>1-915-787-4194</td>
<td><a href="mailto:fcompeantrevino@lear.com">fcompeantrevino@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Efrain Gallegos</td>
<td>Purchasing Systems Supervisor</td>
<td>Purchasing systems &amp; spot buys</td>
<td>1-915-787-4169</td>
<td><a href="mailto:egallegos@lear.com">egallegos@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Ricardo Meza</td>
<td>Spot buy buyer</td>
<td>Spot buys</td>
<td>1-915-787-4151</td>
<td><a href="mailto:rmeza@lear.com">rmeza@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Roberto Plascencia</td>
<td>Advanced Procurement Mgr</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4265</td>
<td><a href="mailto:rplascencia@lear.com">rplascencia@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Francisco Magallanes</td>
<td>Advanced Procurement Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-5012</td>
<td><a href="mailto:fmagallanes01@lear.com">fmagallanes01@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Jesus Concha</td>
<td>Advanced Procurement Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4213</td>
<td><a href="mailto:jconcha@lear.com">jconcha@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Antonio Medina</td>
<td>Advanced Procurement Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4267</td>
<td><a href="mailto:amedina02@lear.com">amedina02@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Alejandro Herrera</td>
<td>Advanced Procurement Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7633</td>
<td><a href="mailto:aherrera@lear.com">aherrera@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Sergio Espinosa</td>
<td>Advanced Procurement Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4129</td>
<td><a href="mailto:sespinosa01@lear.com">sespinosa01@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Sua Salazar</td>
<td>Advanced Procurement Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4286</td>
<td><a href="mailto:ssalazardominguez@lear.com">ssalazardominguez@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Carlos Junior</td>
<td>Commodity Purchasing Mgr</td>
<td>South America</td>
<td>55-11-2131-7815</td>
<td><a href="mailto:cjunior01@lear.com">cjunior01@lear.com</a></td>
<td>Sao Paulo, EPMS HQ</td>
</tr>
<tr>
<td>Raphael Pinto</td>
<td>Advanced Purchasing Mgr</td>
<td>South America</td>
<td>55-11-2131-7808</td>
<td><a href="mailto:rpinto@lear.com">rpinto@lear.com</a></td>
<td>Sao Paulo, EPMS HQ</td>
</tr>
<tr>
<td>Carolina Saporito</td>
<td>Advanced Purchasing Buyer</td>
<td>U31X, GM170</td>
<td>55-11-2131-7818</td>
<td><a href="mailto:csaporito@lear.com">csaporito@lear.com</a></td>
<td>Sao Paulo, EPMS HQ</td>
</tr>
<tr>
<td>William Okada</td>
<td>Advanced Purchasing Buyer</td>
<td>C346, ONIX</td>
<td>55-11-2131-8136</td>
<td><a href="mailto:wokada@lear.com">wokada@lear.com</a></td>
<td>Sao Paulo, EPMS HQ</td>
</tr>
<tr>
<td>Everton Oliveira</td>
<td>Advanced Purchasing Buyer</td>
<td>T6, C307</td>
<td>55-11-2131-7807</td>
<td><a href="mailto:eloiveira02@lear.com">eloiveira02@lear.com</a></td>
<td>Sao Paulo, EPMS HQ</td>
</tr>
<tr>
<td>Marina Gaspar</td>
<td>Spot buy buyer</td>
<td>Spot buys</td>
<td>55-11-2131-8100</td>
<td><a href="mailto:mgaspar@lear.com">mgaspar@lear.com</a></td>
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</tr>
<tr>
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<tr>
<td>Adrian Puentes</td>
<td>Supplier Development Mgr</td>
<td>Americas</td>
<td>1-915-787-4188</td>
<td><a href="mailto:apuentes@lear.com">apuentes@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Jaime Marquez</td>
<td>Supplier Quality Engineer</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4187</td>
<td><a href="mailto:jmarquez06@lear.com">jmarquez06@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Jacinto Herrera</td>
<td>Supplier Quality Engineer</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4220</td>
<td><a href="mailto:jherrera@lear.com">jherrera@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Ulises Guzman</td>
<td>Supplier Quality Engineer</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4237</td>
<td><a href="mailto:uguzmansanchez@lear.com">uguzmansanchez@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Juan Castillo</td>
<td>Supplier Quality Engineer</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-767-4115</td>
<td><a href="mailto:icastillomunoz@lear.com">icastillomunoz@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Daniel Ontiveros</td>
<td>Supplier Development Engineer</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4182</td>
<td><a href="mailto:dontiveros@lear.com">dontiveros@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Nohemi Villalobos</td>
<td>PPAP Coordinator</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4113</td>
<td><a href="mailto:NVillalobos01@Lear.com">NVillalobos01@Lear.com</a></td>
<td>Juarez, EPMS HQ</td>
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<tr>
<td>Adrian Aviña</td>
<td>PPAP Technician</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4131</td>
<td><a href="mailto:Aavina@Lear.com">Aavina@Lear.com</a></td>
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<tr>
<td>Jose Luis Orozco</td>
<td>PPAP Technician</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4143</td>
<td><a href="mailto:Jorozco@Lear.com">Jorozco@Lear.com</a></td>
<td>Juarez, EPMS HQ</td>
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<tr>
<td>Hugo Garcia</td>
<td>PPAP Technician</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-4107</td>
<td><a href="mailto:Hgarcia01@Lear.com">Hgarcia01@Lear.com</a></td>
<td>Juarez, EPMS HQ</td>
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<tr>
<td>Julio Ramos</td>
<td>Supplier Quality Engineer</td>
<td>Apodaca</td>
<td>81-1156-4300 x4461</td>
<td><a href="mailto:ramosort@lear.com">ramosort@lear.com</a></td>
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<tr>
<td>Elsa Pantoja</td>
<td>Supplier Quality Engineer</td>
<td>Apodaca</td>
<td>81-1156-4300 x4444</td>
<td><a href="mailto:epantojaperez@lear.com">epantojaperez@lear.com</a></td>
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<tr>
<td>Miguel Robles</td>
<td>PPAP Technician</td>
<td>Apodaca</td>
<td>81-1156-4300 x4363</td>
<td><a href="mailto:mrobles@lear.com">mrobles@lear.com</a></td>
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<td>Joe Duran</td>
<td>Transportation &amp; Dist. Mgr.</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7788</td>
<td><a href="mailto:jduran@lear.com">jduran@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
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<tr>
<td>Luis Perez</td>
<td>Transportation &amp; Logistics Mgr.</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7679</td>
<td><a href="mailto:lperez04@lear.com">lperez04@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Ruben Lazo</td>
<td>Transportation &amp; Systems Mgr.</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7752</td>
<td><a href="mailto:rlazo@lear.com">rlazo@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Angel Olivas</td>
<td>Local Traffic</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7734</td>
<td><a href="mailto:aolivas@lear.com">aolivas@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Vicky Abrego</td>
<td>Local Traffic</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7735</td>
<td><a href="mailto:yabrego@lear.com">yabrego@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Pedro Gil</td>
<td>Traffic Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7715</td>
<td><a href="mailto:pgil@lear.com">pgil@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Miriam Talmas</td>
<td>Traffic Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7712</td>
<td><a href="mailto:mtalmas@lear.com">mtalmas@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Manuel Martinez</td>
<td>Traffic Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7738</td>
<td><a href="mailto:mmartinez19@lear.com">mmartinez19@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Rosario Camacho</td>
<td>Premium Dept.</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7718</td>
<td><a href="mailto:rcamacho@lear.com">rcamacho@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Elsa Lopez</td>
<td>Premium Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7717</td>
<td><a href="mailto:mlopez11@lear.com">mlopez11@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Maria Carlos</td>
<td>Recovery Analyst</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7738</td>
<td><a href="mailto:mcarlos@lear.com">mcarlos@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Ediberto Cobos</td>
<td>Advanced Logistics</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7793</td>
<td><a href="mailto:ecobos@lear.com">ecobos@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Gina Cordero</td>
<td>Traffic</td>
<td>Mexico &amp; Honduras</td>
<td>1-915-787-7729</td>
<td><a href="mailto:gcordero@lear.com">gcordero@lear.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Kevin Robbins</td>
<td>Ryder Manager</td>
<td>3rd Party</td>
<td>1-915-787-7611</td>
<td><a href="mailto:krobbins@ryder.com">krobbins@ryder.com</a></td>
<td>Juarez, EPMS HQ</td>
</tr>
<tr>
<td>Flavia Guimaraes</td>
<td>Transportation &amp; Logistics Mgr.</td>
<td>South America</td>
<td>55-11-2131-7872</td>
<td><a href="mailto:fguimaraes01@lear.com">fguimaraes01@lear.com</a></td>
<td>Sao Paulo, EPMS HQ</td>
</tr>
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### Materials: Mexico & Honduras Contact & Communication Matrix

<table>
<thead>
<tr>
<th>Contact Name</th>
<th>EMAIL</th>
<th>Position</th>
<th>PLANT</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jorge Vega</td>
<td><a href="mailto:jvega01@lear.com">jvega01@lear.com</a></td>
<td>Procurement Manager</td>
<td>Juarez/Azteca</td>
<td>915-787-9596</td>
</tr>
<tr>
<td>Eduardo Fernandez</td>
<td><a href="mailto:efernandez@lear.com">efernandez@lear.com</a></td>
<td>Materials Manager</td>
<td>Juarez/Azteca</td>
<td>915-787-3510</td>
</tr>
<tr>
<td>Edgar Castillo</td>
<td><a href="mailto:ecastillo05@lear.com">ecastillo05@lear.com</a></td>
<td>Procurement Coordinator</td>
<td>Monarca</td>
<td>915-787-7666</td>
</tr>
<tr>
<td>Gonzalo Soltero</td>
<td><a href="mailto:gsoltero@lear.com">gsoltero@lear.com</a></td>
<td>Procurement Manager</td>
<td>Monarca</td>
<td>915-787-7638</td>
</tr>
<tr>
<td>Mazie James</td>
<td><a href="mailto:mjames@lear.com">mjames@lear.com</a></td>
<td>Procurement Manager</td>
<td>Naco</td>
<td>504-2672-2806</td>
</tr>
<tr>
<td>Ricardo Reyes</td>
<td><a href="mailto:rreyes02@lear.com">rreyes02@lear.com</a></td>
<td>Materials Manager</td>
<td>Naco</td>
<td>504-2672-2637</td>
</tr>
<tr>
<td>Salvador Chavira</td>
<td><a href="mailto:schavira01@lear.com">schavira01@lear.com</a></td>
<td>Procurement Manager</td>
<td>Nova</td>
<td>915-787-1646</td>
</tr>
<tr>
<td>Jaime Torres</td>
<td><a href="mailto:jtorres05@lear.com">jtorres05@lear.com</a></td>
<td>Materials Manager</td>
<td>Nova</td>
<td>915-787-1648</td>
</tr>
<tr>
<td>Sara Diaz</td>
<td><a href="mailto:sdiaz02@lear.com">sdiaz02@lear.com</a></td>
<td>Procurement Manager</td>
<td>Apodaca</td>
<td>(81) 1156-4300 x. 4404</td>
</tr>
<tr>
<td>Antonio Cepeda</td>
<td><a href="mailto:acepeda@lear.com">acepeda@lear.com</a></td>
<td>Materials Manager (Regional)</td>
<td>Apodaca</td>
<td>(81) 1156-4300 x. 4310</td>
</tr>
<tr>
<td>Rick Ronquillo</td>
<td><a href="mailto:ironquillo@lear.com">ironquillo@lear.com</a></td>
<td>Regional Releasing Analyst</td>
<td>CC30</td>
<td>915-787-4176</td>
</tr>
<tr>
<td>Ana Paula Felix</td>
<td><a href="mailto:afelixrosell@lear.com">afelixrosell@lear.com</a></td>
<td>Regional Procurement Coordinator</td>
<td>CC30</td>
<td>915-787-4176</td>
</tr>
<tr>
<td>Marissa E. Lapille</td>
<td><a href="mailto:mlapille@lear.com">mlapille@lear.com</a></td>
<td>Regional Procurement Manager</td>
<td>CC30</td>
<td>915-787-4120</td>
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# Electronics 2012-2013 Program Launches

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<tr>
<th>PLANT / PROGRAM</th>
<th>OEM</th>
<th>SOP</th>
<th>EOP</th>
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<td>Jul-12  Dec-16</td>
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<td>RFR D-PF D471/D472</td>
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