<table>
<thead>
<tr>
<th>COMPANY</th>
<th>OVERVIEW</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>PISTON Group</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Piston Automotive</td>
<td>Piston Automotive Overview</td>
<td>10</td>
</tr>
<tr>
<td>Irvin</td>
<td>Irvin Products Overview</td>
<td>17</td>
</tr>
<tr>
<td>Detroit Thermal Systems</td>
<td>Detroit Thermal Systems Overview</td>
<td>26</td>
</tr>
<tr>
<td>Airea</td>
<td>Airea Overview</td>
<td>31</td>
</tr>
</tbody>
</table>
## More Than Numbers — A Statement of Excellence

<table>
<thead>
<tr>
<th>Company</th>
<th>Revenue (2017)</th>
<th>Employees</th>
<th>Facilities (sq ft)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PISTON Automotive</td>
<td>$980M</td>
<td>800</td>
<td>1,230,000</td>
</tr>
<tr>
<td>Irvin</td>
<td>$450M</td>
<td>9,000</td>
<td>615,000</td>
</tr>
<tr>
<td>Detroit Thermal Systems</td>
<td>$300M</td>
<td>700</td>
<td>420,000</td>
</tr>
<tr>
<td>AiREA</td>
<td>$21M</td>
<td>30</td>
<td>12,500</td>
</tr>
</tbody>
</table>

- **18+ Vehicle Platforms**
- **150+ Product Launches Since Inception**
- **$1.75 Billion**
- **10,530 Employees**
- **2.3M Square Feet**
PISTON GROUP LEADERSHIP

Vinnie Johnson
Founder, Chairman & CEO

Amit Singhi
COO & CFO
Piston Group

Board of Directors
Piston Group

Steve Hayworth
President & CEO
Piston Automotive

Kurt Hall
President & CEO
Detroit Thermal Systems

Joe Finn
President & CEO
Irvin Products

Dave Kiwiore
President
Airea

Robert Fisher
Group Vice President
Piston Group
PISTON GROUP EVOLUTION & DIVERSIFICATION

1995
$1.3M SALES

2015
$1.2B SALES

2017
$1.75B SALES

VALUE ADDED ASSEMBLY

MANUFACTURING & VALUE ADDED ASSEMBLY

DESIGN, MANUFACTURING & VALUE ADDED ASSEMBLY

SALES GROWTH

1995
$1M

2010
$326M

2015
$1.2B

2017
$1.75B

PiSTON GROUP HISTORY
A STANDARD FOR QUALITY AND PERFORMANCE

QUALITY
- FCA Outstanding Quality Award (2016)
- FCA Recognition of Excellence - Seats Team Award (2016)
- FCA Chassis Quality Supplier of the Year (2015)
- Ford Silver World Excellence Award (2010, 2009)
- GM Supplier Quality Excellence Award (2015, 2014)
- GM Supplier of the Year (2008) Piston Modules

RECOGNITION
- Minority Business Enterprise of the Year - FCA (2017)
- Crain’s Largest Mergers and Acquisitions (2016 #22)
- Crain’s Largest MI Office Furniture Dealers (2016 #6)
- Crain’s Largest African American Owned Business ranked by revenue (2016 #2)
- Crain’s Private 200 ranked by revenue (2016 #17)

CERTIFICATIONS
- ISO 14001
- TS 16949
- IATF 16949
- AS 9100
- Ford Q1
- MBE Certified

CRAIN’S THE FAST 50 Fastest-Growing Companies

#4 131% 2013 - 2016

MBE CERTIFIED
STRONG NORTH AMERICAN FOOTPRINT

- Detroit, MI
- Redford, MI
- Van Buren Twp, MI
- Toledo, OH
- Pontiac, MI
- Del Rio, TX
- Acuna, MX
- Sabinas, MX
- Romulus, MI
- Belleville, MI
- Detroit, MI
- Southfield, MI
- Belvidere, IL
- Louisville, KY
- Georgetown, KY
- North Kansas City, MO

19 Facilities
2.3M Square Feet
THE BUILDING BLOCKS OF OUR SUCCESS

EXTERIOR

POWERTRAIN / COOLING MODULE

ELECTRICAL & BATTERY

INTERIOR & CLIMATE CONTROL

CHASSIS

INSPIRED ENVIRONMENT

PRODUCT EXPERIENCE
## The Building Blocks of Our Success

<table>
<thead>
<tr>
<th>Interior</th>
<th>Powertrain / Cooling Module</th>
<th>Electrical &amp; Battery</th>
<th>Chassis</th>
<th>Exterior</th>
<th>Environment Design</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instrument Panel Assembly</td>
<td>Cooling Modules</td>
<td>BEV HV Battery Pack Assembly</td>
<td>Cradle Assembly</td>
<td>Grille Module Assembly</td>
<td>Interior Environment Design and Furnishings</td>
</tr>
<tr>
<td>HVAC Modules</td>
<td>Bolster Integrated Assembly/FEM</td>
<td>PHEV Battery Pack Assembly</td>
<td>Brake Corners</td>
<td>Sheet Metal Subassembly</td>
<td></td>
</tr>
<tr>
<td>Armrests</td>
<td>Intake Manifolds</td>
<td>Lift Gate Anti-Pinch Sensor</td>
<td>Strut Assembly</td>
<td>Front and Rear Fascia/Bumper Modules</td>
<td></td>
</tr>
<tr>
<td>Headrests</td>
<td>CAC Duct Assembly</td>
<td>Battery Service / Warranty</td>
<td>Axle Assembly</td>
<td>Kitting and Part Metering</td>
<td></td>
</tr>
<tr>
<td>Headliners and Overhead Systems</td>
<td></td>
<td></td>
<td>Frame Sequencing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Center Consoles</td>
<td></td>
<td></td>
<td>Shock Compression and Banding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Door Trim</td>
<td></td>
<td></td>
<td>Stabilizer Bar Assembly</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bolsters</td>
<td></td>
<td></td>
<td>Bushing and Ball Joint Press</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Visors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seat Trim</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shades</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Center Finish Panels</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trim Sequencing</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>
PISTON AUTOMOTIVE AT A GLANCE

$980M SALES (2017)

5.2M MODULAR VOLUME

800 EMPLOYEES

8 FACILITIES

CUSTOMERS

FCA
GM
TOYOTA

HONDA

FCA MINORITY BUSINESS ENTERPRISE OF THE YEAR (2017)

GM SUPPLIER QUALITY EXCELLENCE AWARD (2015 & 2014)

2ND LARGEST MINORITY OWNED BUSINESS RANKED BY REVENUE (2016)
STRONG REVENUE GROWTH TO MEET CUSTOMER NEEDS

Revenue ($M)

- Piston Liberty: $171
- Piston Toledo: $473
- Piston Louisville: $326
- Piston NKC: $570
- Piston Georgetown: $584
- Piston Belvidere: $838
- Piston Van Buren: $928
- Piston: $898
- Piston: $980
- Piston: $1.9B

PISTON AUTOMOTIVE FOOTPRINT

NORTH AMERICAN FOOTPRINT

Detroit, MI | 52,000 sq ft
Redford, MI | 260,000 sq ft
Van Buren Twp, MI | 150,000 sq ft
Toledo, OH | 190,000 sq ft
Belvidere, IL | 100,000 sq ft
Louisville, KY | 100,000 sq ft
Georgetown, KY | 100,000 sq ft
North Kansas City, MO | 280,000 sq ft

8 FACILITIES
1.2M SQUARE FEET
# PRODUCT COMPONENTS

## EXTERIOR
- Grille Module Assembly
- Sheet Metal Subassembly
- Front and Rear Fascia/Bumper Modules
- Kitting and Part Metering

## POWERTRAIN & COOLING
- Cooling Modules / FEM
- Bolster Integrated Assembly
- Intake Manifolds
- CAC Duct Assembly

## ELECTRICAL & BATTERY
- BEV HV Battery Pack Assembly
- PHEV Battery Pack Assembly
- Lift Gate Anti-Pinch Sensor
- Battery Service / Warranty

## INTERIOR
- Instrument Panel Assembly
- Center Consoles
- Door Trim
- Headrests and Armrests
- Headliner and Overhead Systems
- Center Finish Panels

## CHASSIS
- Brake Corners
- Cradle Assembly
- Strut Assembly
- Axle Assembly
- Frame Sequencing
- Shock Compression and Banding
- Stabilizer Bar Assembly
- Bushing and Ball Joint Press
ASSEMBLY, TEST METHODS & SOLUTIONS EXPERTISE

- Single-Cell Work Stations
- Indexing Robotic Assembly Cell
- Power and Free Conveyor Systems
- AGV / AGC Assembly Systems
- Robotic Inspection Stations
- Error Proofing and Testing
When experience matters, we’re there. When quality matters, we’re there. Expertise and Craftsmanship are woven into the very fabric of our purpose. We’re onboard for the journey, we’re prepared for any destination, and **We’re There** for the road ahead.
NORTH AMERICAN FOOTPRINT

**USA**

- **Pontiac, MI**
  Corporate HQ | Technology Center | Prototype Trim Shop

- **Del Rio, TX** (2 Facilities)
  Distribution Headquarters & Warehousing

**MX**

- **Acuna, MX** (plant #1) 168k sq. ft.
- **Acuna, MX** (plant #2) 45k sq. ft.
- **Sabina, MX** (plant #3) 150k sq. ft.
- **Acuna, MX** (plant #4) 43k sq. ft.

**FACILITIES**

- 7

**SQUARE FEET**

- 615k
THE IRVIN ADVANTAGE

CAPABILITIES

• DESIGN
• PATTERN DEVELOPMENT
• RAPID PROTOTYPING
• CAD CAPABILITIES

BEST-IN-CLASS CUTTING, SEWING, AND WRAPPING

VERTICALLY INTEGRATED TO CUT LEATHER IN-HOUSE

ASSEMBLY WITH TOTAL CONTROL SYSTEM

3,450 SEWING MACHINES

14 CNC CUTTERS

2 x 350T BRUNO PRESS

30,000 Sq. Ft RAPID PROTOTYPING CENTER

70,000 PIECES DAILY CUT & SEW

17,350 CAR SETS/DAY

BEST-IN-CLASS CUTTING, SEWING, AND WRAPPING

VERTICALLY INTEGRATED TO CUT LEATHER IN-HOUSE

ASSEMBLY WITH TOTAL CONTROL SYSTEM
SEAT TRIM

- 11 active patents
- Leather/Cloth/Vinyl
- Embroidery
- Decorative sewing (Deck, French, contrast stitch, welt cord)

- Design for cost optimization
- Leather Processing (Skiving, Perforation, lamination)
- Custom tailored to customer design/foam

CUSTOM TAILORED LEATHER
SUN VISORS

- 17 active patents
- Lighted and non-lighted vanity
- Slide on rod
- Universal garage door opener capable (UGDO)
- Thin, low weight design

- Sewn cloth/welded vinyl
- Ticket clip design
- Conventional or LED light package options
- One-touch bracket installation

MORE THAN 30 YEARS OF VISOR DESIGN AND MANUFACTURING EXPERIENCE
ARMREST, SHADE & BOLSTER TECHNOLOGY

- 22 active patents
- Automated and manual wrapping
- Leather/Cloth/Vinyl
- Full design capability

- Fixed and articulating cup holder options
- Seating applications
- Patented motor spring technology

FULL DESIGN CAPABILITY
NON AUTOMOTIVE / AFTERMARKET

- 2 Active patents
- Automotive quality standards
- Innovative designs
- Extensive mass production capabilities

INNOVATIVE DESIGNS
# Ownership Overview

<table>
<thead>
<tr>
<th>Ownership Share</th>
<th>Core Contributing Elements</th>
<th>Key Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>51%</td>
<td>• Relationships with OEMs</td>
<td>Redford, MI</td>
</tr>
<tr>
<td></td>
<td>• Operational and Manufacturing Expertise</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Minority Business Enterprise</td>
<td></td>
</tr>
<tr>
<td>49%</td>
<td>• Economies of Scale</td>
<td>Auburn Hills, MI</td>
</tr>
<tr>
<td></td>
<td>• Relationships with OEMs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• R&amp;D, Design and Technology</td>
<td></td>
</tr>
</tbody>
</table>
ANNUAL PRODUCTION VOLUME

2017 | 2.6M
2016 | 2.6M
2015 | 2.6M
2014 | 1.5M
2013 | 220K

0 LAUNCH ISSUES

STEADY GROWTH
DTS FOOTPRINT AND CAPACITY

ROMULUS, MI

FOOTPRINT

371,000 SQUARE FEET

INJECTION MOLD CAPACITY

10 Million CYCLES / YEAR

BELLEVILLE, MI

FOOTPRINT

50,000 SQUARE FEET
MANUFACTURING CAPABILITIES

INJECTION MOLDING
- 750 - 1,250 TON PRESSES

FLAME BRAZING
- 8 MACHINES

LEAK TESTING
- INERT GAS
- PRESSURE DECAY

ASSEMBLY PROCESS
- VIBRATION / HOT PLATE WELDING
- DRIVING FASTENERS
- ULTRASONIC STAKE WELDING
- PRECISION INSTALLATION AND BALANCING OPERATIONS

QUALITY LAB
- COORDINATE MEASURING MACHINE
- SOUND CHAMBER

38 STATE-OF-THE-ART INJECTION MOLDING PRESSES
8 STATION FLAME BRAZE MACHINES
SERVING AS MORE THAN JUST A FURNITURE COMPANY, WE DIVE DEEP INTO OUR CUSTOMER’S BUSINESS CHALLENGES TO DEVELOP SOLUTIONS

- Interior Design & Space Planning
- Workplace Strategy
- Change Management
- Furniture Solutions
- Architectural Product Solutions
- Floorcovering Solutions
- e-Commerce Solutions
- Project Management
- Technology Solutions & Support

- Warehousing & Asset Management
- Interior Construction Solutions
- Product Repurposing
- Service & Warranty Work
- Product Demonstrations & Evaluations
- Move & Relocation Services

WE DEVELOP SOLUTIONS THAT SUPPORT

- CULTURAL CHANGE
- ATTRACTING AND RETAINING TOP TALENT
- BUSINESS PROCESSES
- EXCEPTIONAL BUSINESS RESULTS
Collaborate Without Bounds

Leveraging cutting edge technology in your business is a necessity for survival. Haworth Bluescape, visual collaborative software, does just that.

- **Improve Speed to Market**
- **Robust Global Communication and Collaboration**
- **Improve Employee Usage and Effectiveness**

Thoughtful Integration

Thoughtful space design, utilizing flexible architectural products. Haworth is the only manufacturer who offers a fully integrated architectural products portfolio.

- **Streamline Construction Process**
- **Lowers Costs**
- **Create Adaptable Workspaces**
- **Support Future Change**

Tailored Solutions

We are a “Best-in-Class” Haworth dealership representing their full portfolio of Architectural, Furniture, and Technology products.

- **In addition we offer over 300 Complimentary Lines**
- **Supporting every Industry, Function, Aesthetic & Price Point**
HARMONIZING ARCHITECTURE, FURNITURE + TECHNOLOGY

AiREA

LEAR CORPORATION

Continental

ZF TRW

TOYOTA

BOSCH
Invented for life

TOYOTA TECHNICAL CENTER

Compuware

GM
Innovation Center

OAKLAND COUNTY MICHIGAN

DTE Energy

Beaumont
TYPE OF PROJECT: Farmington Hills Location (New), Washington Township and Northville Locations (Renovations)

SCOPE: AIREA and Haworth were awarded the contract in 2015 to help support the merger between ZF and TRW, through occupied space among their many campuses in Southeast Michigan, as well as a location in Mexico. Due to minimal additional space for swing spaces and needing to have little to no downtown through the process, we provided an aggressive schedule for two of their locations, each consisting of 260 and 510 workstations and offices that are currently in production. The projects will be installed simultaneously with our partner installer, Rose Moving and Storage. We worked closely with Neumann Smith on the typical and office development based on the users need to condense to a smaller foot-print in their other locations going forward and provide sit to stand desking solutions for each individual.

SERVICES PROVIDED:
Space Planning / Furniture Finish Selections / Field Verification / Electrical Placement Project Management / Installation
**TYPE OF PROJECT:** Building Addition/Renovation

**SCOPE:** AIREA and Haworth were awarded the North American Furniture Contract which was put into place to implement Bosch’s new “inspiring workplace” initiative. With this program Bosch is transitioning to a blend of address-free workspaces, collaborative areas and heads down focus areas in all of their locations, nationally. The standards provide sit-to-stand benching solutions as their main workspaces. For touch down or heads down solutions a sit-to-stand was still an option providing that continuous motion to every employee whether a flex worker or worker that resides in a permanent station.

In the out of state locations we worked closely with Whitney Architecture out of Chicago, and they were very integral to their locations designated as “innovation space”. The first wave consisted of over 800 stations at their new facility, followed by reconfiguring 1,000 existing stations and offices with modifications to become similar to the new standards. Through the process we have designated eight dealers across North America to service Bosch with AIREA being the hub for all design layouts in tandem with Whitney Architecture.
Haworth prides itself on offering a personal touch on a global platform.

- **20** manufacturing sites worldwide
- **81** showrooms & sales offices
- **170** countries
- **600** dealers worldwide
- **$1.92B** sales
- **7,000** members worldwide
- **350+** patents