



northAmerican® Logistics

Information Profile





North American Corporate Overview

In 1933 in Lakewood, Ohio nine people decided to enter the household goods carrier business and founded North American Van Lines, Inc. After a year in business, their revenues were only \$1,068.00.

Much has changed since then. Over 65 years have passed and we have become one of the most successful transportation and logistics companies in the world. As you might expect, to achieve this level of success, we had a few milestones along the way.

For example, in 1947, we moved our worldwide headquarters to Fort Wayne, Indiana. In 1968, PEPSICO purchased our company and we adopted the red, white and blue colors. Norfolk Southern Corporation acquired North American during the years of 1985 through March 1998. Through this partnership, we gained an even stronger backing in the transportation industry. Clayton, Dublier, & Rice, an investment fund management group, purchased us in March 1998. Today we are considered a privately owned corporation.

In January 1999, Clayton, Dublier & Rice acquired Allied Van Lines and merged the two companies. A holding company was formed for the newly merged corporations and is known as Allied Worldwide. In March 2000, Allied Worldwide purchased Global Van Lines and formed the largest relocation and logistics corporation in North America.

Today, our revenues are in excess of \$2 billion -- a long way from the \$1,068 in Lakewood, Ohio. We employ over 8,000 people worldwide and 1,800 people in Fort Wayne. Our services are marketed through over 2,000 agent locations spanning the globe. Our fleet consists of 11,000 power units and more than 15,000 trailers worldwide. As the nation's largest transporter of high-value products and household goods, we offer a variety of service options.

Our operations are divided into two major service lines, Relocation Services Division (RSD) and northAmerican® Logistics (NAL). In this document, we will focus on the northAmerican® Logistics division, which consists of numerous value-added logistics services.





northAmerican® Logistics. In today's extremely competitive, Internet economy, characterized by tight labor markets, low inflation and high growth expectations, companies must embrace new strategies and tactics to increase business velocity. Exceptional execution and customer responsiveness are increasingly becoming the domain of the demand center. northAmerican® Logistics leverages our demand centers to execute quick response fulfillment strategies and value added activities, keys to success in a world where demand is variable but a customer's service expectations are not.

NAL provides answers to inbound and outbound transportation management for all modes of transportation, inventory management, order fulfillment, product configuration and light assembly, returns and recycling, physical distribution and information systems and emergency and service parts management.

Operating under the name of northAmerican® Logistics (NAL), we perform and manage all phases in the logistics pipeline by bundling a complete set of services to create business solutions. In response to our customers' logistics needs, Business Solution Engineers tailor each solution to the customer's unique requirements, somewhat like putting pieces of a puzzle together. Your logistics needs are addressed through the NAL solutions as described in the following pages.

Across the country or around the continents, we specialize in distribution and logistics services for high-value products. We transport items such as computers, medical technology, telephone switchgear and other delicate equipment, as well as trade show exhibits and fine art. NAL is the largest carrier of specialized shipments such as lasers, robotics, computers, medical instrumentation, office products and telecommunication equipment. Our reach spans the U.S., Canada, Mexico, Europe, Asia and Australia. We combine our specialized fleet of vans with airfreight and ocean shipping and have offices in major gateway cities throughout the world to get your products to their foreign destinations. Above all, we feature the largest specialized commodities distribution network in North America - *the On-Trac NetworkSM*. Customizing logistics solutions for our customers began in 1987 in response to customer needs for further value added services. Through the years we have grown with the technology and industry standards. Our technological capabilities are atop the logistics industry and we are continuously improving with the constant advances in information technology and development.

Overall, at North American, we have a long history of offering logistics solutions. As in the past, our team of dedicated agents, drivers and personnel coordinate all services and aspects of pickup and delivery. Time and time again, the end result comes down to one simple fact: we offer services that are consistent, regimented and second to none. We consider ourselves not only a service provider, but also a partner with a valued relationship.

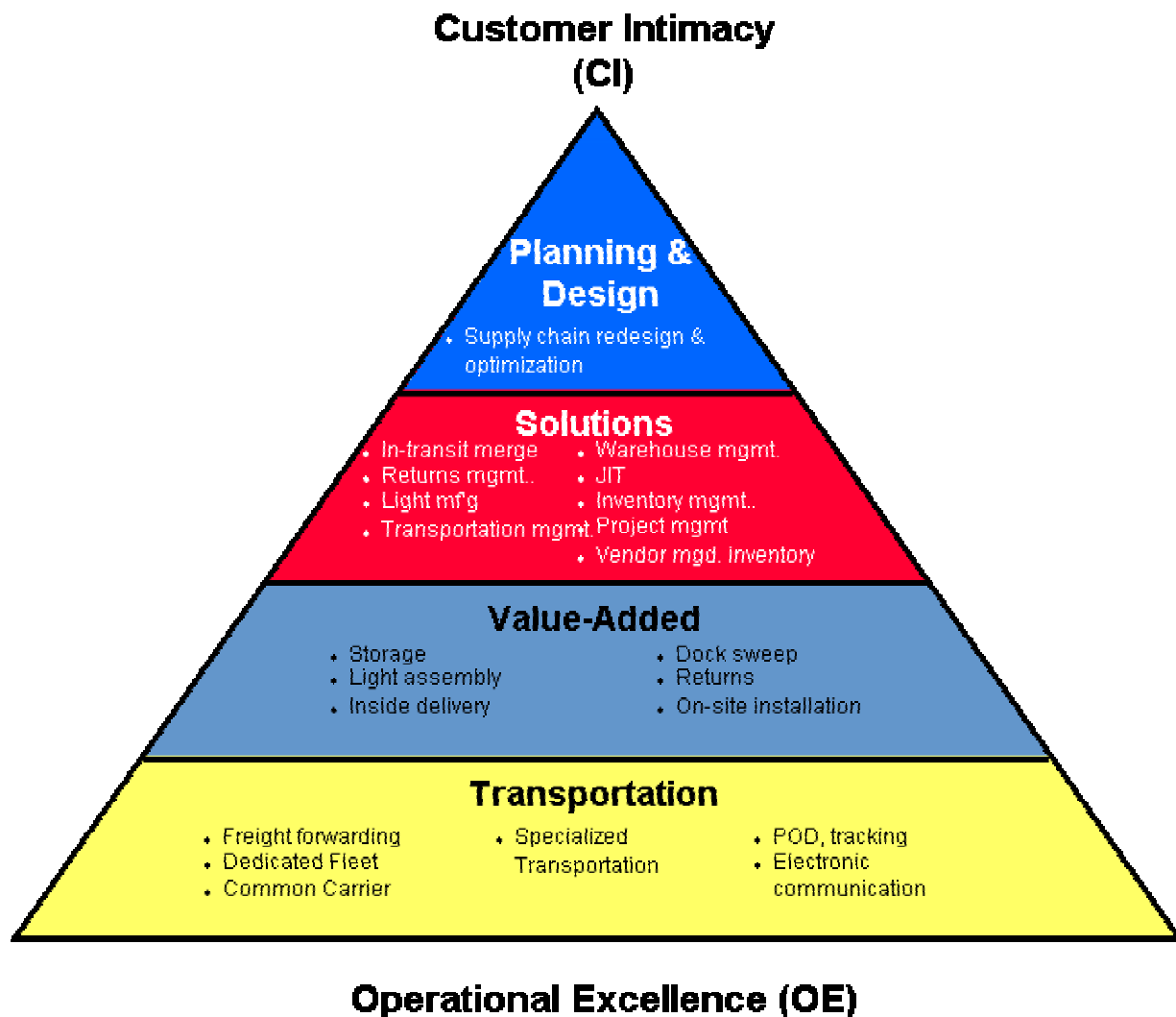


Information Technology

SEAMLESS, INTEGRATED INFORMATION MANAGEMENT SOLUTIONS

The logistics challenges facing high technology industries revolve around the exchange of *information for inventory*. Any company looking to outsource must demand this as a core competency from their logistics partner. NAL continues to invest heavily in the information technology required for integrated supply chain solutions. That information management is the cornerstone for visibility of product throughout the pipeline and asset responsibility. It is emphasized throughout this section.

Supply Chain Paradigm



To be the safest, most customer focused and successful logistics company in the world!

The Supply Chain Paradigm (SCP) is a family of NAL systems that are combined and integrated to form one of the most powerful and comprehensive logistics information networks in the industry. SCP capabilities include:

- ♦ Transportation Management
- ♦ Warehouse Management
- ♦ Serialized and Bulk Inventory Management
- ♦ Supply Chain or Purchase Order Management
- ♦ Data Warehousing

The foundation of *SCP is the Transportation Management System (TMS)*. This module is utilized for shipment registration, transportation management and planning, status monitoring and network management. Shipments can be consolidated, de-consolidated, or expedited to control transit and expense. TMS is described further on the following page. The *Warehouse Management* application is called the Product Tracking System (PTS). Product Tracking is the basis for warehousing control and network tracking of products. PTS utilizes radio frequency scanners and bar code tracking to virtually guarantee error free shipment tracking and security. It also serves as a source feed to TMS and any on-site inventory systems.

The *Inventory Management* application is the Asset Management System (AMS). Asset Management keeps track of each piece component and their exact positions in the supply chain for both serialized and bulk inventory management. This module is the host system for order integrity, in-transit and packing slip merge capability, as well as document preparation. AMS can be accessed via secure web interface for product, shipment and order visibility. It can be utilized for emergency parts management as well as in returns, sequencing, and finished goods inventory.

At the top of the paradigm resides the *Supply Chain Management* control module. This segment rests on top of all the modules and gathers the view for the ultimate management of supplies and products. The Supply Chain Management module is currently under design.

The *Data Warehouse* has two applications. The Executive Information System is designed for the executive or program manager in a Graphic User Interface (GUI). It allows quick on-line access to program and management reporting. The other is On Line Analytical Processing (OLAP) with a full implementation of hyper-cubing. This tool is designed for detailed analysis such as operations research, network modeling and cost analysis. The Data Warehouse allows NAL to retain any “field” of information that we need for our customer requests or our own internal analysis. Therefore, NAL can transmit information and data directly to its customers. This allows the customer to perform its own analysis, modeling or queries without archaic or multiple system roadblocks.

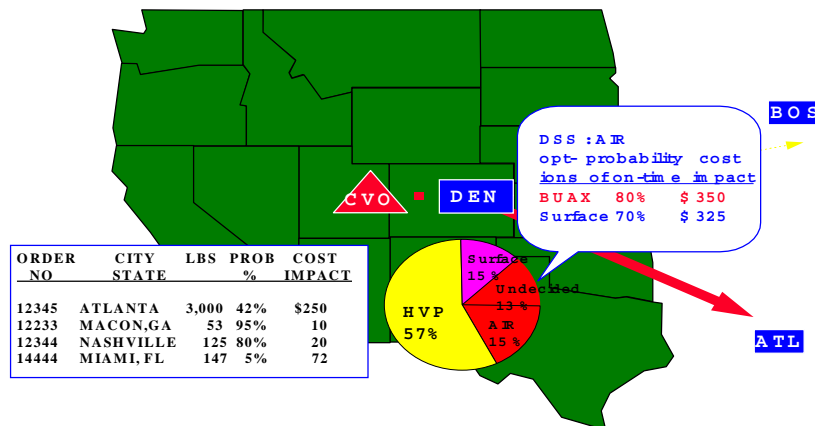
TRANSPORTATION MANAGEMENT

Does your system provide the necessary information required managing transportation services? Such as carrier selection? Contract negotiation and management? Shipment coordination at pick up and delivery? Tracking and tracing? Problem resolution? Proof of delivery? Freight bill payment? For multiple modes or multiple carriers? What is the cost to manage the entire transportation process? Is transportation management your core competency? Few industries can devote scarce Information System resources to internally develop computer-based transportation support tools.

NAL provides such critical information and decision support through its' Transportation Management System (TMS). This is proprietary software conceived, developed and written by NAL's own IT personnel. TMS is NAL' primary tool to meet our customer needs for consolidation, routing, carrier selection and load tendering. In addition, TMS is the basis for freight bill payment. It audits a vendor's ability to ship on time and the ensuing cost associated. As shown in the Supply Chain Paradigm, TMS is the foundation of NAL' logistics technology. TMS' capabilities include:

- ♦ Freight bill payment and auditing
- ♦ Vendor ship schedule auditing performance monitoring
- ♦ Capacity monitoring
- ♦ Shipment consolidations/ de-consolidations
- ♦ Decision support matrix
- ♦ Network efficiency
- ♦ Assignment to carriers

The following is an example of a TMS computer-based decision support screen:



The basic function of TMS is to monitor and manage large volumes of individual shipments, consolidating and de-consolidating smaller weights to take advantage of lower carrier rates. TMS aids the selection of carriers by displaying those capable of providing the service and transit requirements, and estimating expenses for each. Also, on-time performance history, claims ratio and subjective ratings are displayed. Since history is not always reflective of recent trends, both positive and negative, the performance of the last three shipments handled by that carrier are displayed.

Carriers can be further segregated by “program”. The program designation allows us to further scan the carrier list for such items as customer preferences or contractual issues. It is in this manner that we can utilize using our own third party carriers or through existing carrier contracts owned by our customers. Once selected, TMS estimates expense and notifies the carrier via EDI or FAX.

Optimization is a key deliverable within the Transportation Management System. SHIPCONS II is a management support system, developed by INSIGHT, designed to assist transportation planners and dispatchers in making wiser decisions about transportation resources. Through systems integration, information that is sent electronically to the Asset Management System is routed to SHIPCONS II to evaluate all the possible shipping alternatives for a given load planning problem, and consistently return the best plan.

CAPABILITY TO TRACK EQUIPMENT, PARTS AND SUPPLIES

In order to facilitate the required visibility of your products you must have **real time tracking**. Your logistics provider must have the capability to track equipment, parts and supplies, without adding labor and additional cost.

NAL provides real time tracking through the NAL Product Tracking System (PTS).

The Product Tracking System is a PC-network based, bar code driven, inventory management solution. Utilizing standard 3 of 9 bar codes, this system tracks shipments and individual products throughout the North American logistics network.

NAL bar codes every package, or utilizes the customer's bar code, with a sequential number as it originates within the North American transportation network. When a product is brought into a Logistics center, a radio frequency bar code reader scans the label, sending a signal to the resident network. This Local Area Network or LAN, in a real-time mode, reconciles receipt of product against an anticipated list of sequential numbers that have been associated with the arrival. The LAN then sends an immediate response to warehouse personnel who are unloading the freight. The same devices and logic are used for outbound products, reconciling to an outbound manifest. It is also a tool for inventory management, labor standards, and for physical inventories within the NAL managed warehouse. This system not only ensures accurate asset identification, but also is an integral source for updating the rest of the integrated software solutions utilized by our customers and NAL.

A wide area network (WAN) connects all logistics centers' Local Area Networks to each other in a hub-spoke fashion to a master network located at headquarters in Ft. Wayne, Indiana. Data is passed to the appropriate modules of SCP where/when appropriate for status changes, etc.

ON-TRAC DISTRIBUTION NETWORK®



North American's On-Trac Network offers strategically located distribution centers and over 800 agent service points dedicated to high-value or sensitive commodities - making it the largest of its kind in North America. Less than truckload (LTL) shipments are coordinated through our On-Trac Network, which combines high-tech product tracking technology and scheduled departures from our distribution centers.

Located in the U.S., Canada, and Mexico, our distribution centers:

- Operate 24 hours a day, 7 days a week
- Offer scheduled pickups and deliveries with air ride equipment
- Provide reduced cycle time, increasing value for you and your customers

In addition, all centers are equipped:

- To handle daily local service and regularly scheduled regional service
- With state-of-the-art security and fire prevention systems
- To fulfill all of your warehousing needs

We have the resources and the experience to develop a shipping solution that works for you. With state-of-the-art product tracking technology, we know where your shipment is every step of the way.

INVENTORY MANAGEMENT

In order to make critical decisions regarding replenishment, inventory levels or delivery coordination you must have visibility of components, parts and finished goods. Most companies with sensitive commodities have a requirement for inventory management that provides order, shipment and piece level detail.

You have control through visibility into the supply chain. Visibility of products, orders and shipments are provided by the NAL' Asset Management System (AMS). Asset Management is 'portable' internationally and available on-line to the end-user via the World Wide Web or any Value Added Network (VAN) worldwide.

Serialized inventory management has been a cornerstone of our logistics offerings since 1989. This has been the primary enabler to the successful implementation of several of our programs and processes which are recognized by leading electronic manufacturers as the only true physical and electronic inventory system within the logistics industry. It is also our management support tool for both inbound and outbound transportation.

This module was created to assist in the management of the information required to move product within the logistics pipeline. Asset Management can track products and valued assets to the serial number level, but can handle bulk items as well. AMS was designed to be customer specific, with the ability to be easily customized for individual data elements. Data retrieval, input, updates, and inquiries are as easy to do from a remote location as they are from within a given NAL site. AMS is designed to give both global and local views of customer's product and assist in movement information.

Asset Management provides product level, including type/model and serial number, visibility. AMS programs can be totally customized to display customer specific nomenclature, specific data queries and ad-hoc reporting. Sales order and shipment tracking screens display carrier reference numbers, carrier SCAC codes, and proof of delivery names as transmitted from the carrier EDI, fax or satellite feed to the AMS. This information is always updated "real time" (not via batch processing) in Asset Management via EDI and can post the appropriate shipment and reporting data to the Internet Web page.

The AMS application runs on twin mainframe class machines in a 4GL programming language and a relational database. Thus, it is operational 24 hours a day, seven days a week. North American is able to add power by adding another CPU or DASD (storage) as necessary, without interrupting the workflow, day or night. AMS provides the ability to view information on a local level or, if desired a global view as well. Thus, if a customer is looking for a specific model, for instance, he or she could search globally for availability. Alternately, a view of the complete inventory at a particular location is also possible. The input for update can come from many sources including the Product Tracking System (PTS), Electronic Data Interchange (EDI) from/to customers, or through keyboard updates.

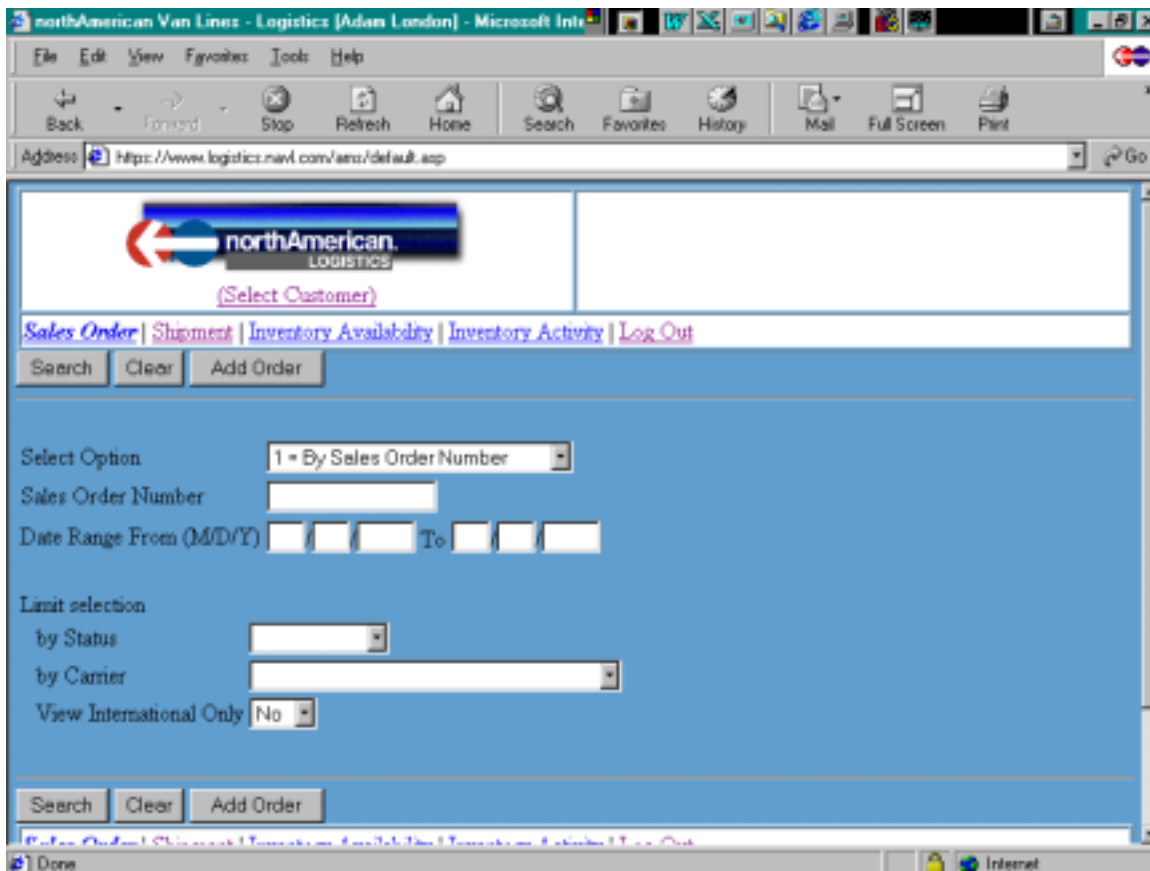


North American controlled, or other facilities so equipped, are connected to the data center either locally or at North American in Ft. Wayne, Indiana. Customers who have access from their facility are able to connect with a modem and dialing a local phone number. That phone number connects them with a Value Added Network (VAN) which, in turn, connects to the main computer in Ft. Wayne. The access is free and baud rates are available from 300 BPS to ISDN.

Asset Management System Main Screen

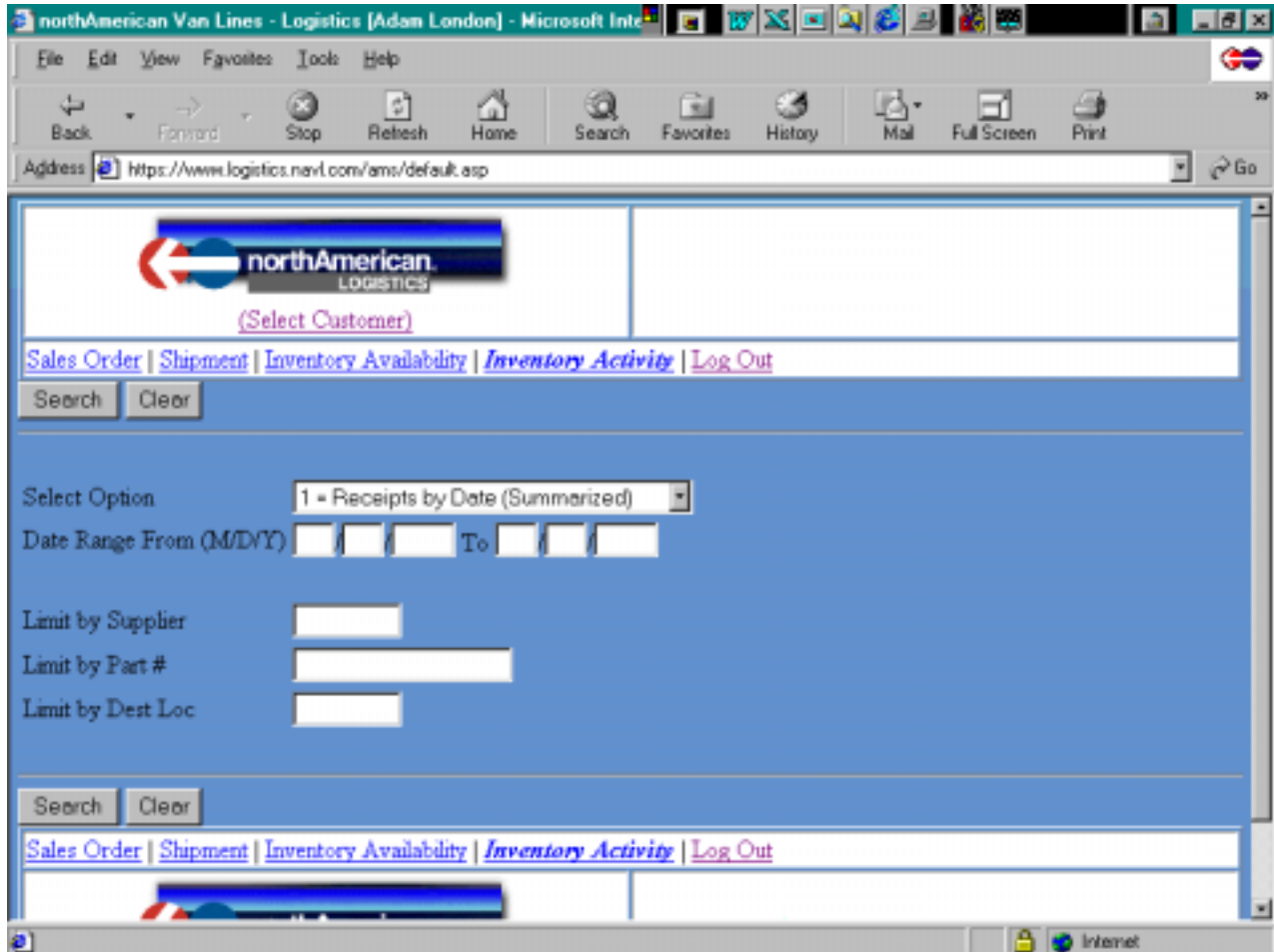
The Inventory Management application is the Asset Management System (AMS). AMS provides relevant information tracking through the entire pipeline at the product and component levels for serialized inventory management. Asset Management can be accessed via a secure web interface for product, shipment and order visibility. It can be utilized for emergency parts management as well as in returns, sequencing, and finished goods inventory.

This is an example of the main screen built to customer specific requirements. AMS would be customized to meet the customers needs, allowing you to track product based upon your guidelines.



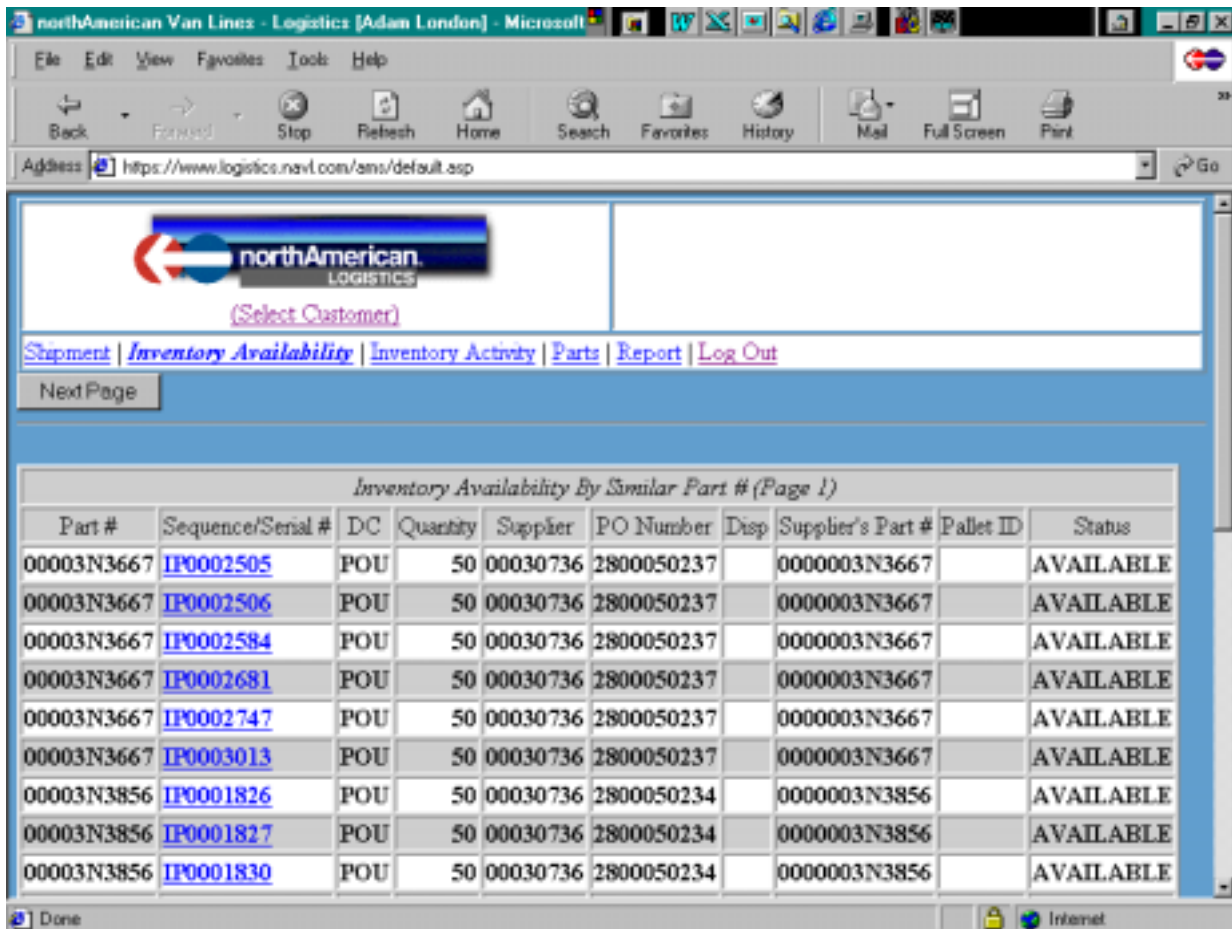
AMS Search Screen

This screen is an example of a customer defined search screen. It allows the user to access many different records sorted by date. It is also capable of limiting the search, making it more efficient, by excluding certain suppliers, part numbers, destination locations or any additional customer defined fields deemed necessary.



AMS Search Result Screen

This screen displays the results of a search. Standard fields are displayed, such as: distribution center, pro number, part number, quantity, status, inbound and outbound PO numbers as well as any additional customer defined fields deemed necessary.



Asset Management customer programs has been designed to encourage and facilitate change as customer needs require. For example, should business dynamics require the addition or subtraction of vendors or carriers, or the addition or change of warehouse locations, the AMS can handle these changes on the fly, without business interruption.

Track and trace is available for all data elements captured from origin manufacturer to end customer through return or recycling. This is enabled by manually entering the required data elements or through the electronic transmission of the same information at the beginning of the process. Track and trace functions are available for shipments, sales orders, individual type, model and serial numbers or for purchase orders. You can track and trace by any designated field identified including but not limited to:

- Plant of origin or OEM
- Branch office or control region
- Pro number
- Type, model or serial number
- Factory order number
- SKU
- Customer order or purchase number
- Bill of lading number
- Customer name or even similar customer name

On-line queries or reports are also available that can track additional fields or groups of information including but not limited to:

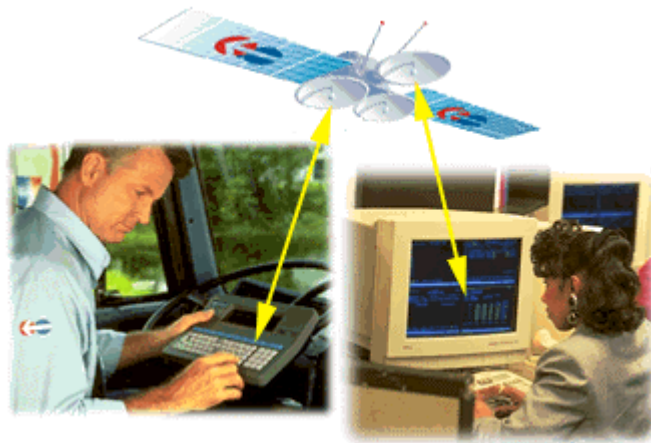
- Carrier shipments
- Undelivered shipments
- Delivered shipments
- All type/models (example: all 's could be displayed)
- All inbound shipments
- All late deliveries
- All expedited shipments
- All on-date (customer requested) deliveries
- All products on hold or in inventory
- All customer-routed shipments
- All shipments or orders shipped late from manufacturing origin
- Any EDI transmissions with errors
- All deliveries to same city, state or similar city, state

The key to track and trace, again, is to capture as much information as possible at the beginning of the process. The application database maintains and cross-references the data while the screens are "painted" to retrieve the information from the database and display the information according to user requirement or query.

NAL CONNECTIVITY AND INTERFACE CAPABILITIES

Most companies have multiple information systems on multiple platforms with multiple applications in different software configurations and languages. Do you need one system to talk to your logistics provider? Do you have to replace the system you do have?

NAL can interface through a variety of protocols that are flexible to your capabilities. We utilize e-mail messaging, flat files and web interface for File Transfer Protocols (FTP) to translate data to NAL proprietary systems. ***In a secure environment!*** Through a secure web interface, others cannot access products or customer data, unlike some web interfaces.



Electronic Data Interchange (EDI) links are also utilized for advance shipment notification, invoicing, bill of lading and delivery confirmation in order to meet goals for speed, accuracy and minimal manual intervention. Through both in-house and Value-Added Network (VAN) translators, we receive and send transmissions on a variety of levels. NAL has standardized transmissions under EDIFACT and ANSI X.12, but believes our customers need the flexibility to match their needs and will translate to any number of versions or proprietary files as required. Current transaction sets include, but are not limited to:

<u>Current Transaction Sets</u>	<u>Transaction ID</u>
Shipment Status / Event Driven	214
Invoicing	210
Order Registration / load tendering	204
Warehouse Receipts	944
Warehouse Shipping Advice	945
Electronic Funds Transfer	820
Advance Ship Notice	856
Receiving Advice	861
Shipping Schedule	862
Product Usage	867

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Order Status	870
Warehouse Shipping Order	940
Inventory Inquiry / Advice	846
Inventory/Service Invoices	810
Acknowledgement	997
Material Release	830
Text Message	864
Purchase Order/Release	850
Planning Schedule/Forecast	830
Purchase Order Acknowledgment	855

Current EDIFACT Transaction Sets

Transaction ID

Instruction to dispatch message	NSDES
Dispatch advice message	DESADV
International multimodal status report message	IFTSTA
Receiving advice message	RECADV
Inventory report message	INVRPT

FUTURE TECHNOLOGY INVESTMENTS

The logistics challenges facing high technology industries revolve around the exchange of *information* for *inventory*. You have embraced this knowledge in seeking a provider who shares similar requirements in logistics information. We continue to invest heavily in the information technology required for integrated solutions. northAmerican Logistics is committed to continual improvement in the information management and technology that support supply chain management services. Capital expenditures have been approved for technology innovations and improvements through the next five years. Specific enhancements have been identified for the Asset Management and Transportation Management systems. Those recent enhancements included support for:

- ♦ Raw material consignment management
- ♦ Secured internet web access
- ♦ Returns management disposition determination
- ♦ Inbound raw materials management
- ♦ Developer equipment loan management
- ♦ FTP file extract capability
- ♦ Application e-mail notification directly to internet, x.400, or other e-mail
- ♦ On-line manufacturing product call-off with FIFO and REV. level management

We have also identified the following enhancements as necessary to offer the most comprehensive and integrated logistics information support for our clients. The future enhancements include:

- ♦ Carrier settlement enhancements to streamline foreign currency conversion

- Expansion of shipment status tracking for outbound international air shipments
- Enhancements to improve database interaction for export declaration processing
- Enhance VAT/Intrastat reporting within AMS for EU (European Union) shipments
- Expand AMS screen mapping to provide simultaneous customer screens in the preferred language of the end user (shipment tracking in English, German, French, Spanish, etc.)
- Expand AMS interfaces to German Telecom to receive carrier status updates real-time from Euro-Log carriers

Our strategy is to enable our customers to improve both service and profitability by providing uniquely customized and integrated information technology solutions that deliver a measurable, competitive advantage. We define integrated logistics solutions as visibility of the entire logistics environment from raw materials to both finished goods products, parts distribution, returns and recycling. We also define quality information management systems as that providing reliable, timely and accurate information.



DISTRIBUTION



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DISTRIBUTION SERVICES

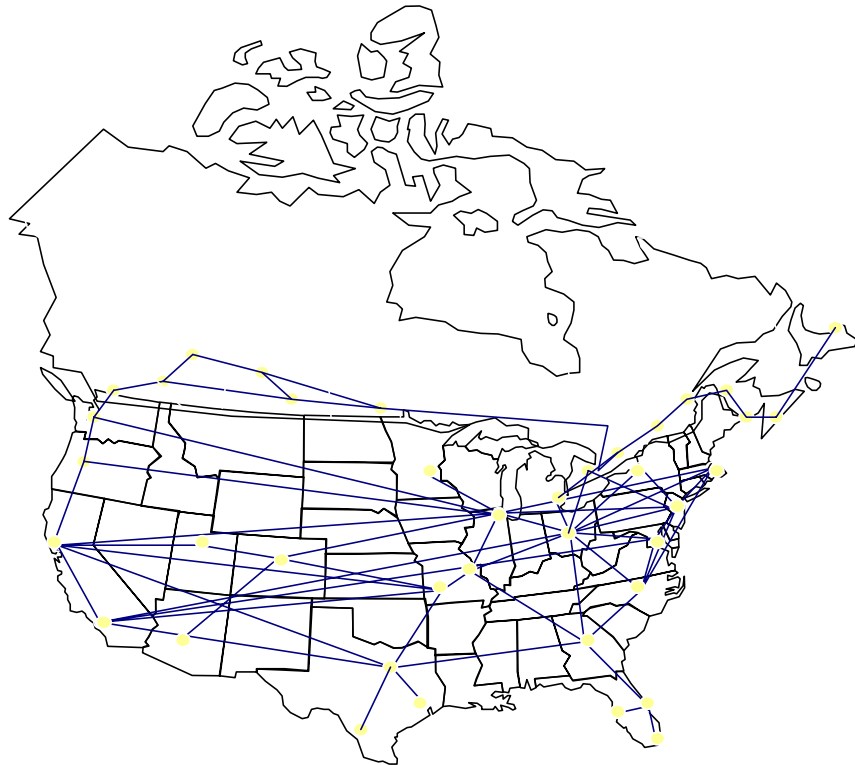
Do you own or lease warehousing space? Is your critical manufacturing space used for inventory? Can you reach all markets and meet customer requirements? Without increasing your cost?

NAL brings over thirty (30) years of experience in developing global distribution and logistics solutions. We currently have 100 logistics and 797 U.S. and Canadian agent locations. We also partner with over 300 International affiliates. We offer seamless service to and from the U.S., Canada, Mexico and throughout the world. NAL offers the ultimate in flexibility and leverage. Facility features include:

- Available for service 24 hours a day, seven days a week
- Equipped with security and fire prevention systems
- Linked together for an integrated network of services and information
- Local presence to meet geographic needs
- Flexible warehousing including storage, cross dock or flow through options
- Short or long term programs

By combining state-of-the-art information management systems with a comprehensive facility network, NAL offers a wide range of solutions. Those services, which are defined in detail on the following pages, include:

- Finished Goods Distribution
- Critical parts distribution
- In-Transit merge
- Distribution network services
- Inbound Materials Management
- Manufacturing Support Services
- Reverse Logistics



FACILITIES

We currently have one hundred (100) domestic logistics facilities, almost eight hundred (800) domestic agent locations totaling over thirteen hundred (1300) locations throughout the world. Listed below is a summary of the city, state and zip codes of our current domestic logistics locations:

Phoenix	AZ	85043	Boston	MA	02101
Burlingame	CA	94010	Jessup	MD	20794
Fontana	CA	92335	Novi	MI	48374
Fontana	CA	92335	Livonia	MI	48150
Mountain View	CA	94035	Bloomington	MN	55425
Roseville	CA	95747	Minneapolis	MN	55413
Sacramento	CA	95838	Rochester	MN	55901
Santa Fe Springs	CA	90670	St. Louis	MO	63114
Santa Fe Springs	CA	90671	Springfield	MO	65803
San Diego	CA	92111	Billings	MT	59104
San Diego	CA	92121	Great Falls	MT	59401
San Jose	CA	95112	Charlotte	NC	28208
San Jose	CA	95112	Durham	NC	27713
Aurora	CO	80011	Omaha	NE	68137
Bloomfield	CT	06002	Derry	NH	03038
Rocky Hill	CT	06067	Lyndhurst	NJ	07071
Tampa	FL	33634	Edison	NJ	08818
Melbourne	FL	32934	Parsippany	NJ	07054
Pompano Beach	FL	33069	Paramus	NJ	07653
Atlanta	GA	30336	Monmouth Junction	NJ	08852
College Park	GA	30349	Albuquerque	NM	87105
Norcross	GA	30071	Las Vegas	NV	88901
Honolulu	HI	96801	New York	NY	10011
Des Moines	IA	50322	Jericho	NY	11791
Davenport	IA	52807	Elmsford	NY	10523
Addison	IL	60101	Colonie	NY	12205
Addison	IL	60101	North Syracuse	NY	13212
Chicago	IL	60606	Depew	NY	14043
Moline	IL	52807	Plainview	NY	11803
Indianapolis	IN	46202	Cleveland	OH	44141
Kansas City	KS	66101	Columbus	OH	43232
Harahan	LA	70123	Brecksville	OH	44141
Erlanger	KY	41018	Portland	OR	97224
Chelsea	MA	02150	Camp Hill	PA	17001
Framingham	MA	01701	Bethlehem	PA	18107
Milford	MA	01757	Pittsburgh	PA	15201
Waltham	MA	02154	Sharon Hill	PA	19079
Westborough	MA	01581	Nashville	TN	37201
Wilmington	MA	01887	Austin	TX	73301
Boston	MA	02108	Dallas	TX	75201

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Superior Solutions
Unmatched Execution

northAmerican® Logistics

Houston	TX	77041	Tukwila	WA	98188
Salt Lake City	UT	84119	Chippewa Falls	WI	54729
Chantilly	VA	22021	New Berlin	WI	53151
Richmond	VA	23228			

The ability to operate multiple programs out of a single facility also provides the economy of scale we need to drive down cost. Multiple programs allow resources, systems and processes to be integrated within a center; thus costs are spread over higher volumes.

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CRITICAL PARTS DISTRIBUTION

Due to increased competition and evolving technologies, the physical size and profit margins of highly technical products have decreased. Companies have turned to the service and support organizations to gain competitive advantage and profitability. Field service organizations have struggled to reduce their costs (inventory availability and CE productivity) while meeting a client's service needs. Many companies have not been able to consistently update their information systems concerning mission critical parts support. Information regarding availability, replenishment requirements, reverse logistics, purchasing and planning, transportation management, and service call performance are some areas that field service organizations struggle with today.

NAL has a proven track record in critical parts distribution. NAL has facilities strategically located in major metropolitan areas staffed 7 days a week with 24-hour availability. Several of our facilities are manned on a 7 x 24 basis. Critical parts inventories vary by location and customer program, ranging from fifty (50) square feet to 80,000 square feet. An extensive and flexible distribution network allows deliveries to be coordinated with local couriers for response times including one hour delivery, next flight service, and overnight shipments. Emergency orders are processed within minutes. Securing your highly valuable critical field service inventory is extremely important. NAL facilities completely secured with restricted access, special caged/locked areas for high value items and are protected by Honeywell security systems.

Features of NAL's Critical Parts Distribution include:

- ◆ Inventory accuracy level exceeds 99%.
- ◆ Order accuracy exceeding 99.5%.
- ◆ Order confirmation exceeding 99.5%.
- ◆ 100% inventory responsibility.
- ◆ Over 2.5 million line item transactions processed annually.
- ◆ Parts accounting.
- ◆ Asset security and protection.
- ◆ Transportation management.

Services include:

- ◆ Replenishment
- ◆ Stock maintenance
- ◆ Order processing
- ◆ Pick, Pack, Ship
- ◆ Cycle counts & physical inventories
- ◆ Service location analysis

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- ♦ Kitting
- ♦ Light assembly
- ♦ Returns & Defective Processing
- ♦ Repackaging and labeling
- ♦ Refurbishment and clean up

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NAL IN-TRANSIT MERGESM SOLUTION

As our customers require a single delivery of products from multiple origin locations, NAL provides a “packing slip” merge of products to the customer order. This may require time definite deliveries, usually to the hour, and coordination of shipments to the customer order requirements. The In-Transit Merge solution has proven to be a viable option to reduce cycle time, streamline processes and improve customer satisfaction.

The In-Transit Merge solution delivers the entire order to the end customer at one time from multiple manufacturing origins, within a time parameter or on a specific customer requested delivery date. Capabilities and services include:

- Time definite delivery requests easily accommodated
- Established distribution and transportation network that provides a global network of padded van, regional LTL, courier, ocean and air freight services
- Successful transportation management by means of optimizing contracted carriers for required services
- Fully integrated system with extensive EDI capabilities and bar code inventory based applications customized to specifications, portable internationally
- Last point-in-chain customization capabilities
- No authorization required for delivery
- Single vendor responsibility
- Ability to upgrade transportation and expedite orders when already in transit
- 24 hour/ 7 day a week operation
- Single invoice per customer order
- Customized management reporting details sales order, carrier and proof of delivery management
- On-line access for order or piece level detail or status... anywhere in the world

IN TRANSIT MERGE BENEFITS

The benefits are based on experienced and proven implementation of the In Transit Merge program and an increased understanding of our customer’s market direction. The following benefits include, but are not limited to:

- Consistent, predictable delivery schedule.
- Single customer delivery.
- Reduced inventory carrying costs (virtual warehousing).
- Reduced facility costs / space and labor.
- Reduced total transit time.
- Single vendor responsibility.
- Single invoice per customer order.

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- Simplistic price structure / easy billing audit.
- Last point-in-chain customization capabilities.
- In transit “switch” or upgrades available.
- Reduced billing cycle.
- Time definite delivery requests easily accommodated.
- Simplistic, efficient process allows proactive performance management.
- Customized management reporting details sales order, carrier and proof of delivery management.

OEM origin points considered in the In Transit Merge network design.

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VENDOR MANAGED INVENTORY

As our customers strive to reduce inventory-carrying costs, NAL provides a design that is based on a true “pull” process. Vendor Hub Management assigns full responsibility to NAL until the inventory is needed. This process is based upon vendor hub architecture in that materials are pulled through the pipeline as orders occur. A key cost containment factor is that our customer does not own any materials until product is called for from manufacturing.

The Vendor hub process minimizes inventory and business control issues by sharing the responsibility of raw materials in the supply chain between the vendors and NAL. Services that are provided by the vendor hub process include but are not limited to:

- Management of Material Receipts and Inventory on Hand
- Management of Material Delivery to Manufacturing
- Material Preparation/Manufacturing Services
- Electronic Manufacturing Material Calls
- Electronic Consignment Vendor Visibility

These services are keyed by our Product Tracking System (PTS) at the vendor hub. PTS is integrated with our Asset Management System (AMS) to provide a global view of available assets. Customers and their vendors have “real time” access to the inventory levels of items in the facility, as well as product in transit.

Some examples of how we have reduced inventories through vendor hub management are:

- Reduce cost by not purchasing any raw materials until time of manufacture.
- Eliminate finished goods carrying costs by only building to actual work orders.
- Ability to move changes (part revision levels, product changes, product configuration, etc.) through the pipeline quickly by only building to the actual work order.
- Reduce raw material in the supply chain by providing visibility to suppliers, manufacturing, sales, and others of the total available raw materials (in transit, received, available, pulled, etc.)

NAL will enable you to make informed decisions regarding raw materials that are actually used through AMS by providing management data and reports to suppliers, and manufacturing regarding all managed inventory.

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INBOUND MATERIALS MANAGEMENT

As more and more manufacturers focus on the entire supply chain and a reduced build to order cycle time, production scheduling, vendor management and consumption based replenishment have taken priority. The inability to meet production schedules has been countered with safety stock inventories and expedited transportation... all resulting in additional cost.

NAL manages the entire inbound process. Inbound materials are coordinated by the purchase order with appropriate vendors according to production requirements. Carriers are selected to deliver the right product at the right time. NAL even participates in the supplier resourcing initiatives to minimize total network cost.

Benefits include:

- ◆ Inventory reduction of inbound raw materials.
- ◆ Transportation cost reduction.
- ◆ Quality control improvement.
- ◆ Enable 'Just-In-Time' delivery to manufacturing.
- ◆ Reduction in facilities and floor space requirements.
- ◆ Cycle time reduction.
- ◆ Increased flexibility in the manufacturing process.
- ◆ Integration with outbound or finished goods processes and systems.

Services include:

- ◆ Manufacturing line material replenishment support
- ◆ Parts replenishment to point of use
- ◆ Returnable packaging management
- ◆ Consignment hold
- ◆ Parts bank inventory
- ◆ Flow through to manufacturing
- ◆ Defect depots -- reconditioning of defective product
- ◆ Vendor scheduling and audit performance management
- ◆ Transportation management
- ◆ Warehouse and inventory management

The integration of inbound processes with the outbound results in an industry benchmark of significant value add and cost improvement.

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MANUFACTURING SUPPORT SERVICES

Manufacturing Support Services, L.L.C, an affiliate of NAL, offers logistics-based manufacturing services for a wide range of new and used electronics products and assemblies. Manufacturing Support Services offers:

- ♦ Systems Integration
- ♦ Returns Management, Standardization, And Refurbishment
- ♦ Electrical, Mechanical, Product/System And Cable Assembly
- ♦ Inspection And Testing
- ♦ Kitting, Labeling, Packaging And Order Fulfillment
- ♦ Delayed Customization And Postponement Strategy Implementation
- ♦ Disassembly and recycling

Manufacturing Support Services integrates inbound logistics, operations, and outbound logistics. This synergy eliminates waste in the value chain – the chain is simpler and more reliable. Customers get better visibility and faster deployment. They also see significant hard dollar savings in reduced inter-facility freight and handling charges.

As a partner in its customers' performance, Manufacturing Support Services has become an extension of their distribution and manufacturing organizations. With shorter product life cycles and intensified competition, our customers focus on higher value-added activities. Manufacturing Support Services provides the low cost, high quality, flexible capacity for rapid customer response.

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CALL CENTER

northAmerican® Logistics currently maintains a nationally centralized call center at the NAL headquarters in Ft. Wayne, Indiana. Our strategy for call center management is to leverage the experience and capabilities of this call center. The advantages of utilizing our existing Call Center are:

- Faster implementation time
- Lowered costs
- Lower risk by using a proven solution
- Simplified design process utilizing proven Call Center architecture
- Staffing flexibility
- Call Center management process already in place

Simply put, our Call Center will offer outstanding service, cutting edge technology, superior capabilities, and experienced personnel that are committed to results.

We will establish the appropriate staff specifically dedicated to the customer programs and inventory management program. This staff will possess the skill sets required to provide the customer service and transportation and information management vital to your technicians.

At northAmerican, we believe in getting to the point as quickly as possible. We know your technicians' time is valuable and do not want to experience lengthy phone calls. We train our staff to be the experts on the products and services required. Also, we believe it is important to collect feedback from your technicians regarding our

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performance, both in timeliness and accuracy. This continual feedback will enable us to improve our customer response and exceed the program goals.

We use Nortel Networks *Symposium* program for call management. *Symposium* is a cutting-edge communications portfolio. In addition to the normal automated call distribution (ACD) tasks, *Symposium* offers skill-based routing, cradle-to-grave call tracking, a virtually unlimited array of customized reports, multimedia integration, etc. For you, this translates to higher quality in the order fulfillment processes, improved communications, report generation, easier problem documentation and resolution, etc.

Additionally, we will draw upon other existing and cross-trained personnel in the Call Center during peak demand times. This will optimize employee resources and provide optimal response time while keeping fixed costs minimal. An additional benefit of utilizing the existing Call Center is our ability to expand coverage and/or services as our customers requirements grow.

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REVERSE LOGISTICS

Reverse logistics is the process of continually taking back products and/or packaging materials for the purpose of re-use, recycling or disposal. In addition to refurbishing and reselling return products, many companies see returns as a potential alternate source of supply chain support products, assemblies and components.

Reverse Logistics Paradox -

Value is directly proportional to Cost, which is a function of distance and time, distance measured in mileage and time measured in the number of months stored and the number of times handled. The recoverable value of products is diminishing while the cost associated to collecting products is increasing. Whether products are returning from upgrades, leases, internal assets, inventory or other sources and regardless of the type of product; computer, medical, test & measurement, banking, point of sale, telecommunications etc., all companies are similarly plagued by the same obstacles.

- Companies are opportunistic or unrealistic regarding used product value.
- Internal departments are in conflict regarding product disposition so decisions as to course of action are slow.
- Companies are only focused on the recoverable Value of products not the Cost of reverse logistics processes.
- The groups typically responsible for reselling products are generally not the ones bearing the cost of transportation or storage and handling.
- The cost of transportation, storage and handling are often buried in general transportation or materials budgets and cannot be easily tracked.
- There is no direct ownership for reverse logistics, often returns are handled in an add-hock manner or on a local level.
- Environmental issues.

Environmental

Environmental issues are taking an ever increasing role in the decision making process of how companies handle returned products. New and proposed legislation indicates an increased government awareness and involvement in corporate product stewardship initiatives. Several factors require consideration while evaluating the environmental aspects of returned products.

- Many products contain components that can be hazardous when exposed to the environment and as a result are subject to environmental laws. Specifically, batteries, mercury switches and computer monitors.
- Liability associated to dumping products into landfills has no time limit.
- Environmental Stewardship - Proposed laws will require manufacturers to take-back products that they manufactured.

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- NIMBY -Not In My Back Yard - many landfills in the country are nearing capacity, where do new landfills get located? NIMBY
- Corporate Citizenship - most companies have corporate environmental policies and appreciate the positive press that results in being environmentally conscientious. Often, these programs stop short of computer and electronics products recycling because of cost considerations.

Diminishing Value

Resale - Whether products are to be refurbished or sold as-is there are several factors that contribute to the diminishing value of products:

- Rapidly improving technology shortens product lifecycles.
- Large numbers of products in the return pipeline are glutting the secondary markets.
- Inconsistent information on product configuration reduces value.
- Time to market is slow because of conflicting internal company agendas.

Reuse - Companies often attempt to re-deploy assets internally instead of procuring new products. Also, many companies attempt to cannibalize used products for parts. This is often not as successful as companies would like for several reasons:

- Used products are received incomplete or are of an undesirable vintage
- If components are to be used they need to be extracted and tested which often exceeds the cost of buying new.
- In order to use parts as alternate source of supply availability information is required for Materials Requirements Planning.
- A lack of information regarding desirable components and dismantling techniques makes part recovery difficult.

Recycling - During the recycling process product are separated into various raw materials (I.e. Ferrous, non-ferrous and precious metals) order to recover value. Diminishing value plagues even this method of value recovery:

- In an attempt to keep products competitively priced companies engineer out expensive ray materials
- The cost of dismantling generally exceeds the value of raw materials contained in products.

Demographics

Across industries and product lines there is a consistency in the pattern of where products are installed for use and as a result where they are originating as returns. This pattern is based upon where the population resides and is centered on specific high growth industries.

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- 40% East of the Appalachian Mountains with approximately 1/2 in the New England area, (banking, securities and colonization)
- 20-25% in the Great lakes area, (automotive industry)
- 12-15% in Texas (Oil industry)
- 15-20% California (Computer Industry)

Although the percentages may vary from industry to industry these percentages are typically consistent within the stated ranges.

Cost

In the effort to squeeze every penny out of returned products the cost of transportation (**Distance**) and storage and handling (**Time**) is often overlooked. Many times these costs are buried in general budgets to the extent that they are difficult or impossible to track. Most companies' transportation solution to this is to try and negotiate lower rates with carriers. For storage and handling, companies return products to corporate locations to centralize the collection into an existing location because of a lack of a better solution or because the facility and employees are already there. Or, when applicable, negotiate lower storage and handling rates with 3rd party logistics providers.

Distance

The distance a product travels during its' reverse logistics journey has a far greater impact on cost than discounts. Transportation is a mileage-based cost, the North American Logistics paradigm for reverse logistics can effectively reduce the mileage that a product travels and thereby companies can significantly reduce their direct transportation expense.

Mileage- Based on the demographic patterns as stated, the average mileage, taken over a standard returns install base, to a facility for the purposes of collection and identification of products in a reverse logistics pipeline is directly impacted by the location and number of facilities product is collected at:

- 1 East Coast Location = 1500 Mile Average
- 1 West Coast Location = 1800 Mile Average
- 1 East Coast and 1 West Coast = 800 Mile Average
- 1 Midwest Location = 800 Mile Average
- 1 East Coast, 1 Midwest, 1 West Coast location = 500 Mile Average
- 1 New England, 1 South East, 1 Texas, 1 Great Lakes, 1 California = 260 mile Average

Time - Whether through a lack of internal focus on product returns, conflicting departmental objectives, opportunistic agendas, difficulty in collecting product information or simple a lack of time, many companies collect product returns and end up storing them for considerable periods of time.

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- Storage - direct cost can be measured in square feet and months on hand. Hidden cost is measured in value depreciation of products while they remain in storage
- Handling - handling is labor, every time a product is inventoried, moved or otherwise handled cost is incurred.

Information

The one constant in this paradox is information. Whether it is the need for information about products that compels companies to collect them in a certain manner or a lack of information that causes confusion regarding costs or possible disposition alternatives. Information is the enabler. Product number, serial number, asset number, configuration quantity etc... Companies need and use this information to make decisions regarding customers and products:

- Closing orders with customers.
- Suspending Leases
- Releasing Credits
- Depreciating remaining book value
- Making disposition decisions - resale, re-use, recycle
- Managing costs
- Etc..

The Paradigm

Information is technology driven not based on a collection location. The successful implementation of a truly integrated, regional, reverse logistics program will be the differentiating factor in minimizing the cost of returns while attempting to realize the recoverable value of assets. The keys to a cost reduction strategy are to minimize the mileage a product travels and the amount of time it waits pending final disposition. Access to information is the conduit through which this strategy can be achieved. North American Logistics (NAL) has comprehensive logistics capabilities and technology solutions in place today.

Product Collection and Identification

Imagine, your products are collected from your customers on a local basis and taken to a nearby regional NAL collection facility. Here your products are completely identified and bar coded, based on your requirements. This information is now transferred to our Asset Management System (AMS) and made available to you through any number of interface options. Now, you have product visibility so that you can close your customers return order and have visibility of your inventory per site and nationally. The time and

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distance associated to retrieving order and product information has been significantly minimized.

The Disposition Decision

Now, a disposition decision can be made and NAL can support the required activity through its' fully integrated services. This is another critical stage of cost reduction and value maximization. Understanding inherent product value and quickly deciding the appropriate action are value enablers.

Refurbishment - products can be refurbished at the NAL regional facility or transferred to your refurbishment location. Since these products have moved minimal miles and can now be consolidated together for final shipment, your cost has been minimized. You only ship the products that have enough value to warrant this cost.

Resale - for products that do not warrant refurbishment but still have value in the secondary market. These products can be resold from the regional collection facility either by you or through NAL' Equipment Recycling Services (ERS). Your cost is minimized, as buyers collect products from our regional facilities.

Re-use - necessary components can be extracted from your product and added to our AMS system. Now this inventory is available for your supply chain replenishment requirements. NAL's regional facilities can be an extension of your materials warehouse providing you an alternate source of JIT inventory or as depots for warranty and support parts purposes. Now, you only have cost associated to returning the component instead of the whole product.

Recycling - NAL's Equipment Recycling Services (ERS) has developed the first nationally functional regionalized recycling program. All of the non-refurbishable products and carcasses left over from the re-use process can be recycled in an environmentally responsible manner, locally. Once again, regionalized to be nearer to you and your customers in order to minimize the cost associated to this disposition.

A Complete Solution

The combination of access to product information coupled with our cost reduction strategy makes North American Logistics a powerful partner in addressing the complex issues associated with Reverse Logistics. Through our infrastructure of facilities and information technology we are capable of assisting our customers in achieving their financial goals of revenue recovery and cost reduction simultaneously.

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TRANSPORTATION AND FORWARDING

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TRANSPORTATION PLANNING AND DELIVERY MANAGEMENT

Shipment management, coordination and routing including delivery planning is best met through a logistics provider, knowledgeable of the transportation industry and modal management. NAL is accustomed to meeting our customers' need for transportation and specialized services planning by providing the optimum balance in routing decisions based on customer or product requirements, cost and service. NAL bundles:

MODE

- ◆ Surface Transportation
 - ◆ Padded Van
 - ◆ Common Carrier
 - ◆ Truckload
- ◆ Courier
- ◆ Air
- ◆ Rail
- ◆ Ocean
- ◆ In-Transit Upgrade

SPECIAL EQUIPMENT/ HANDLING

- ◆ Climatic
- ◆ Crane
- ◆ Flatbed
- ◆ Lift-Gate
- ◆ Packaging

SCOPE

- ◆ Multi-Modal Coordination
- ◆ Domestic
- ◆ International

TIMING (Response Reliability)

- ◆ Minutes
- ◆ Hours
- ◆ Next Day
- ◆ Two Day
- ◆ Several Day
- ◆ Time Definite

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DOMESTIC AND INTERNATIONAL SHIPPING

As large manufacturers have become more and more global -- both selling their products and buying supplies on a multinational basis -- transportation costs have become more critical in making business choices. Therefore, international freight forwarding capabilities are required.

northAmerican Logistics has offered domestic and international freight forwarding for over 20 years. NAL has proven experience in combining forwarding, transportation and specialized services. As a Licensed Customs Broker, NAL offers a single point of contact for a wide range of domestic and international shipping (including all paperwork and regulations). NAL' capabilities and services include:

- ◆ Worldwide freight forwarding
- ◆ International logistics services
- ◆ Single source accountability
- ◆ Flexible response to customers needs
- ◆ Automated customs clearance (ABI)
- ◆ Complete documentation services
- ◆ Worldwide agent network
- ◆ Wholly owned subsidiaries in U.K. and Germany
- ◆ IATA Agent
- ◆ FMC Freight Forwarding
- ◆ NVOCC
- ◆ U.S. Customs Broker
- ◆ ICC Property Broker
- ◆ IELA Member
- ◆ Door to door shipments
 - ◆ Export packing
 - ◆ Ocean/ air transportation
 - ◆ Inside delivery
- ◆ Customized import services
- ◆ International exhibits & displays
- ◆ Ocean service
- ◆ Consolidation and warehousing at all logistics centers

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Specialized Transportation Equipment

Specialized Fleets

Responding to the unique handling and transportation needs of high-value and sensitive commodities, we offer a fleet of specialized equipment like no other. With our trained driver teams and support staff, we provide the security and attention that your valuable products demand.

Our specialized equipment includes:

Crane Vans - Through the use of a crane that spans the length of the van, we eliminate the need for a loading dock and solve the problem of how to lift, move and secure sensitive, heavy or odd-shaped equipment.

Liftgate Vans - Helping to solve many tough shipping challenges, our liftgate fleet facilitates the pickup and delivery of products without the need for a loading dock.

Climatic Vans - These feature environmental control, air ride suspension and offer street side or curbside delivery. An on-board data recorder allows the driver to monitor the inside temperature based on your product's specifications.

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General Service Vans - Equipped with air ride suspension, these vans offer many transportation features including decking as well as logistics tie-offs to secure shipments.

Flatbed Trailers - With flatfloor and single drop configurations, all units are equipped with air-ride suspension, and designed for easy loading and unloading of oversized shipments.

Straight Trucks - Provide local pickup and delivery to and from our On-Trac distribution center locations. For added protection, straight trucks are equipped with air ride suspension and many have liftgates.

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Van Equipment - To assist in the loading, securing and delivery of your shipment, our vans include walkboards, dollies, roll-a-lifts, pads, straps, decking, logistics bars, J-bars and pallet jacks. If we don't have the piece of equipment that effectively helps move your product, we'll work with you to create it.

SPECIALIZED SERVICES

Sensitive commodity manufacturers are constantly faced with fierce competition and logistics challenges. High tech, high value and hard-to-handle commodities usually require specialized distribution and transportation solutions. Products require special handling or transportation. Shipments are time sensitive. Installation crews are waiting. Your customer may not have the necessary facilities for safe, damage-free unloading. But what is the balance in cost, service and transit for premium transportation, handling and specialized delivery planning? You need a logistics provider experienced in managing sensitive commodities.

NAL coordinates the necessary mode of transportation combined with skilled handling and special equipment at the destination site. This ensures that your product is transported in the safest, most cost effective manner. NAL also preplans the delivery with the customer or installation crew to ensure the right equipment and labor are provided for less than truckload (LTL), truckload or flatbed.

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Specialized equipment includes, but is not limited to:

- ◆ Air ride equipment
- ◆ Flat floor trailers
- ◆ Crane vans that can lift up to 8,000 pounds
- ◆ Liftgate trailers
- ◆ Straight trucks
- ◆ Climatic vans for humidity and temperature control
- ◆ Flatbed trailers
- ◆ Stair-crawlers

Specialized services includes, but are not limited to:

- ◆ Inside pickup or delivery
- ◆ Unpacking and debris removal
- ◆ Home delivery
- ◆ Installation and set up, including demonstration
- ◆ Padding, wrapping and securing of product

All shipments are coordinated and monitored through the NAL Transportation Management System. Status updates are received from the selected carriers via satellite feeds or EDI updates. This ensures that you know where your product is every step of the way.

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THIRD PARTY TRANSPORTATION

We currently hold over three hundred (300) third party transportation contracts. These subcontractors have been chosen to compliment the transportation services already offered through North American. In this manner, we can offer integrated transportation solutions.

The following is a representative sample of the carriers under contract today. These subcontractors provide a variety of services including surface, air, ocean and expedited transportation. The carriers listed below provide local pickup or delivery, linehaul and accessorial services. The relationships range from transactional and lane specific to partnerships servicing specific clients.

Airborne	Holland Motor Express	Swiftsure
ABF Freight Systems	Burlington Air Express	LXI
Choice Couriers	Consolidated Freightways	Panther
MS Carriers	Federal Express	Burhalter Rigging
Emery Worldwide	Southeastern Freight Lines	Barnhart Rigging
Fritz International	JB Hunt	Covenant
LEP Profit Air	Motor Cargo	
CFI	Averitt Express	
Roadway	Roberts Express	
Super Transport	Tri-State Expeditors	
USF Freightways	Watkins Motor Carriers	
Werner	United Parcel Service	

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PEOPLE

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QUALITY INITIATIVES

North American's primary focus is directed towards **International Standards Organization (ISO)** certification processes. North American High Value Products (HVP) division has established an ISO 9002 registration initiative for headquarter operations and the On-Trac Network of distribution centers. Our registrar is AABS Quality Evaluations. To date, headquarters and 14 distribution centers were certified on November 21, 1997, and the remaining seven distribution centers were certified in May 1998. All On-Trac Network locations appear on one certificate.

North American Van Lines, Inc. has either achieved other ISO certificates, or has ISO projects underway as follows:

<u>Completed</u>	<u>Date</u>	<u>Cert. #</u>	<u>Registrar</u>
HVP.-North American	Nov. 21, 1997	31982	ABS
Freight Forwarding-UK*	Oct. 11, 1993	FS 25888	BSI
MidiData (German HVP)	Nov. 14, 1995	111954445	DAR
Blanket Wrap Div. (US)	July 26, 1996	31981	ABS
International Div-US-HHG	Oct. 1, 1997	1279	AQA
International Mvg UK	Jan.19, 1998	FS 38655	BSI
Relocation Services Div	June 8, 1998	1415	AQA
CLS	Dec. 4, 1998	1498	AQA

In Progress

High Value Products- United Kingdom
Flatbed Division

*Registered to BS 5750, the U.K. ISO equivalent.

NAL Business Solutions, Business Planning and Controls, and NAL Operations and Brokerage groups completed the initial audit in October of 1998 and, on December 4, 1998 we were certified ISO 9001.

NAL views the ISO process as an ongoing quality program. We continue our efforts by being re-certified and complying with improving industry standards. The benefit to the customer from our effort, is improved safety and streamlined processes. These practices make NAL a reliable and effective business partner.

Prior to our ISO efforts, North American employees were involved in the quality process through quality circles starting in the early 1980's, incorporating Malcolm Baldrige principals along with the training of North American's employees in Managing Total Quality (MTQ). This MTQ process was adapted from the 3M process.

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Its key elements are:

- Focus on the Customer.
- Problem Prevention.
- Commitment to Quality Throughout the Workforce, Drivers, Suppliers, and Agency Network.
- Employee Empowerment.

Training has significantly supported the quality initiatives through programs such as quality awareness, process improvements, problem solving, and others.

A Vision Statement guides our overall improvement efforts. It is:

To be the safest, most customer-focused and successful transportation company in the world.”

This Vision Statement ties to our current annual quality plans and our five-year quality objectives. Our five year plan outlines targeted improvement in customer satisfaction, employee satisfaction, safety, and profitability.

Along with ISO and MTQ, employees participate in job related training such as spreadsheet and document processing programs. They attend self-enrichment training classes and seminars. On an annual level, these goals are tied directly to the company’s Evidences of Success (EOS). This is the link to cooperation and participation by all employees at North American. Each business unit has annual and five-year improvement goals. A major thrust is to deploy the Vision Statement through the EOS goals to every team and employee. This linkage is critical both for focused and collective efforts toward improving continually and to actively involve and focus all employees in the quality improvement process. Each North American employee receives monetary incentive based on corporate and business unit performance against annual EOS goals. The program has also been expanded to include the North American driver base. EOS goals play a major role in translating the Vision Statement into an individual reward and quality improvement plan.

CUSTOMER SATISFACTION METRIC

“Customer satisfaction is our only measure of success.”

Customer satisfaction is considered from a number of perspectives before, during and after the pickup or delivery of a shipment. In general, we feel that we can obtain a higher level of response and set more direct goals by asking our customer: *Did you get what you asked for or what you expected? Are we responsive to you or your*

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customer's needs? Would you use our services again? Would you recommend us to others?

We conduct a paper survey of national accounts. It inquires about the importance of, and performance on, factors including transportation service, equipment, customer service, marketing and sales, invoicing and EDI. The results are provided to all division functions in which shortfalls are reported so that appropriate follow-up can occur.

North American/HVP commissioned an external survey firm to assess the satisfaction of persons receiving a shipment. This survey is being done randomly by telephone within 48 hours of shipment delivery, and covers enough shipments to provide a 98% confidence level. This assures that the random sample results are equivalent to those we would obtain if we surveyed 98% of all shipments.

Any telephone survey containing a rating of three or less on a five-point scale is referred to the appropriate operations team for investigation and follow-up. In addition, the key customer satisfaction components of on-time performance and claims severity are a part of annual performance goals and compensation for a large number of division employees.

Results? Year to date customer satisfaction survey results is that 99% of our customers would repeat or recommend our services.

We ask each customer to respond with a satisfaction rating when they sign delivering documents. This information is used to respond to those customers that received unsatisfactory performance. A root cause analysis is performed and submitted to the customer for follow up.

BUSINESS CONTROLS

The area of business controls is the single most important element in achieving and maintaining the goals and expectations of our customers. It is the vision of NAL to be a highly proactive, customer-focused, and measurement driven organization. Business processes have become the major cost factor in most companies. Companies that can improve their processes and prevent errors from happening will realize improvements including:

- ◆ Improved Reliability Of Every Process
- ◆ Improved Response Time To Customers
- ◆ Decreased Costs
- ◆ Decreased Inventory Levels
- ◆ Increased Market Share
- ◆ Improved Customer Satisfaction

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- ♦ Increased Employee Morale
- ♦ Increased Profits

NAL is committed to working with every customer on a consistent, long-term basis that will provide mutual benefit to both companies.

Since every customer's requirements are different, the Business Controls Team is involved during the development of the business solution. During this initial phase, processes are analyzed for proper controls. Recommendations are provided to the customer and mutually agreed upon solutions are implemented.

During the contract negotiation process, the Business Controls team ensures that proper customer measurements are identified and communicated to NAL Operations staff. A checklist of customer requirements is developed and added to the program self-assessment document. If a customer self-assessment document is not available, one will be developed.

During implementation, the Business Controls Team monitors the implementation process and ensures proper controls are being followed. NAL Business Controls will work with the customer to develop appropriate operational and measurement procedures and verify the accuracy and integrity of the results.

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PROJECT and IMPLEMENTATION MANAGEMENT

The NAL approach to a project includes members of the customer team and the NAL Implementation Management Team working together as a cohesive team. The methodology to support the project includes the following elements:

- ♦ **Team Meetings.** Regular team meetings are scheduled to communicate task progress, task changes, open issues, milestones, directional changes, and other project related information.
 - ♦ **Weekly.** To discuss individual task update and progress.
 - ♦ **Monthly.** The monthly team meeting and conference call will include the review of milestones, open issues, and work plan, but it will also include the review of measurements and metrics of the project.
 - ♦ **Quarterly.** A quarterly review will be held with management sponsors to communicate the results of the weekly and monthly team meetings and of the overall project progress.
- ♦ **Conference Calls.** Regular project conference calls involve all teams to convey overall project status, overall project progress, and to discuss issues impacting the work plan.
- ♦ **Milestone Document.** A document is published weekly and distributed to each team member, management sponsor, and team leader to communicate accomplishments, and upcoming milestones.
- ♦ **Open Issues.** A listing of open issues is kept and distributed to management and project leaders to communicate potential changes and problems. Open issues are usually problems that have been encountered, or questions that require an answer due to its ability to impact tasks in the project plan.
- ♦ **Work Plan.** A work plan that comprises all tasks to be completed for the project is published at the beginning of the project, with page updates distributed weekly to all team members.

CENTRALIZED CUSTOMER SUPPORT

A customer support team is centralized in the Fort Wayne, Indiana headquarters. They can provide twenty-four hour a day, seven days per week access for the following services:

- ◆ Daily operations interface for all customer personnel, vendors, customers, etc. via 1-800 number, Internet e-mail or any other communication protocol
- ◆ End to end coordination of all shipments, with the customer, consolidation and de-consolidation centers and subcontractor network
- ◆ Track and trace
- ◆ Change shipment or order instructions, regardless of location within the network, including change of address, diversion, hold, etc.
- ◆ Upgrade, or expedite shipment or order
- ◆ Communication with end customer for delivery instruction
- ◆ Interface with subcontractor network for shipment/order/customer instruction
- ◆ Hardcopy proof of delivery requests
- ◆ Proactive shipment tracking and reporting
- ◆ Management reporting
- ◆ Claims reporting
- ◆ Root cause analysis and proactive problem resolution
- ◆ NAL system support including application questions, EDI processing, service interruptions, etc.
- ◆ Interface with the customer system, if necessary

NAL's centralized customer support provides the single source of contact across the North American network of facilities and transportation providers.

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NAL CUSTOMER PORTFOLIO: PARTIAL LISTING

IBM	Critical Parts Finished Goods Distribution Vendor Managed Inventory
Hewlett-Packard	Critical Parts Finished Goods Distribution Call Center Management In Transit Merge Order Fulfillment Returns Reverse Logistics Manufacturing Support Services
Agilent Technologies	Vendor Managed Inventory On-site Logistics Management
Silicon Graphics	Finished Goods Distribution Finished Goods Distribution Monitor Merge Consignment Hold Inbound Materials Mgmt. Parts Bank
Compaq Corporation	Intl Forwarding In Transit Merge Finished Goods Distribution Supply Chain Mgmt. Vendor Managed Inventory
Ericsson	In Transit Merge Specialized Delivery Requirements
GE Medical	Critical Parts Ultra Sound Demo Program
Unisys	Critical Parts
Mack Molding	Inbound Materials Mgmt. Demand Pull program
Sun Microsystems	Consignment Hold Parts Bank Defect Depot Re-Manufacturing
ICG	Switch-site Deliveries Emergency/Service Parts Warehousing>Returns Management
Seagate Technologies	Vendor Managed Inventory
EMC	Air Freight Finished Goods Distribution

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Industry Expertise: Computer Equipment Manufacturing

Situation: One of the computer industry's leaders, sees clearly that its current logistics services provider lacks the ability to grow and, in fact, is suffering a steady increase in service failures. These service failures are causing an increased level of customer dissatisfaction intolerable to the customer, and no solutions are forthcoming.

Goal: Find a logistics services provider that can provide leadership in supply chain technology, cost, quality, delivery and flexibility, all managed in a seamless environment and in place within six weeks.

Solution: Charged with increasing capacity without increasing facilities and headcount, northAmerican® Logistics immediately dedicates information systems teams to develop customized programs . Key client personnel are recruited to work on a transition plan with northAmerican® Logistics staff. Continuity with existing client patterns is maintained and the transition is accomplished within six weeks error-free. Within six months, working with client staff representatives of Logistics, Finance, Order Fulfillment, MRP Inventory, Finished Goods Inventory and MIS, northAmerican® Logistics completes several solutions, the one with the most impact being integration of product tracking systems, providing them with:

- EDI transmission of orders
- Single system access for tracing and tracking
- Proof of delivery
- Shipment charges
- Accessorial approval and verification
- Detailed shipment information and confidence for field sales offices
- Shipment change updates
- On-time shipment pickup/delivery reports

Phase II: Within one year of the contract, inbound management of monitors from overseas locations is completed, with transportation and inventory management down to the serial number per monitor per container. Plant capacity is doubled with the Monitor Merge solution because computer monitors no longer need to be brought to the client. Instead, northAmerican® Logistics receives monitors by serial number directly from vendors, places them in inventory, and as our customer generates sales order numbers in its manufacturing plants, they EDI that information to northAmerican. A monitor pick ticket is generated and the merge takes place in a northAmerican® Logistics facility. Using bar code technology, the serial numbers assigned to each sales order are scanned, and EDI-ed back to our customer for warranty and financial purposes. The northAmerican® Logistics system also handles address labels and pack slips, all in real time in terms of the client's visibility. Overall, the program allows :

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- EDI transmission of orders
- Increased asset control
- Inventory accuracy
- Status visibility by purchase order number to inbound product
- Tracking and tracing by serial number
- Reduced inventory costs
- Corporate facility space/cost reduction
- Error elimination without manual intervention
- Double capacity

As our customer grows and adds new manufacturing sites in the United States and internationally, so has the northAmerican® Logistics program to include air freight and customs brokerage services.

Logistics Service Requirements:

Blanket Wrap Transport

On-dock coordination and support

Warehousing, temporary and long term

ISO 9000 Quality Qualification

Order fulfillment

Drop ship and merge activities

Reverse logistics

Deregulated ACI airport pickup and delivery

Inventory management of stock and consignment vendors

Outbound and inbound transportation, air and surface

EDI Shipment activity and invoicing

Information Systems Development

Management reporting

Customs brokerage services

After hours support

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northAmerican® Logistics and GE Medical
Industry Expertise: Medical Equipment Manufacturing

Situation: When GE Medical, the world's largest manufacturer of medical equipment needs service parts, it needs service parts, because a patient can't be kept waiting in a hospital hallway for MRI equipment to be repaired. Unfortunately, their parts supplier was not good at keeping warehouse facilities clean. In addition to dirt, the facilities were disorganized, with merchandise stacked haphazardly and millions of dollars of equipment unaccounted for. Not only could their current supplier not support them effectively, GE Medical knew that supplier had no capacity to meet future needs.

Goal: Establish a relationship with a logistics services provider that can support GE Medical with repair items for all hospital equipment, internationally and domestically, that has organizational depth, provides a single point of contact, and can fine tune processes today, as well as provide leadership for future improvements as the company grows.

Solution: northAmerican® Logistics organizes a logistics program to interface with and support the client's engineers directly, via computer or telephone, with emergency service available 24 hours a day. When we assume management for GE Medical's second largest distribution center, northAmerican® Logistics staff retrieves all material and documents to account for everything the system says is there, and finds five-and-a-half trailer-loads of material left over for which the previous logistics provider has no record -- the equivalent of an entire distribution center left sitting. The northAmerican® Logistics program includes a formal measurement program of monthly management reports on critical areas of the business. The number of service transactions by category, the number of failures, successes, and month-by-month trends for a certain center, are tracked, as well as where northAmerican® Logistics sees opportunities for cost reductions, improvements and avoidance. Overall, the northAmerican® Logistics program provides the client with:

- Timely response to emergency service requirements
- Accurate disbursement of service parts
- Secure asset protection
- Improved inventory management
- Improved service response by improved inventory integrity (material available when it should be and is indicated to be available on the system)
- Recommendations for cost avoidance/reductions/savings
- Ongoing process improvements
- 4-hour support
- International shipping and receiving

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Phase II: Based on the success of the service parts logistics program, northAmerican® Logistics is recruited to support GE Medical's sales representatives with equipment transportation for hospital demonstrations. A previous supplier was charging high rates and causing significant damage to the equipment. Additionally, GE Medical was writing off \$1.5 million annually in lost accessory equipment. Early on, northAmerican® Logistics saves the client \$200,000 in transportation, virtually eliminates damage, and achieves zero write-offs because all accessory equipment is accounted for. Additionally, GE Medical's sales representatives appreciate the professionalism of northAmerican® Logistics drivers, who are experienced in the hospital environment and act as an extension of the client sales force. In total, GE Medical has achieved:

- Improved inventory visibility
- Improved asset controls
- Inventory tracking reported to customer monthly
- Lost assets virtually eliminated compared to previous supplier
- Improved service levels
- Improved inventory utilization
- Customer labor costs reduced by freeing up staff to focus on core job
- Improved customer tracking of project progress/cost
- One-call service solution

Logistics Services:

Asset management
Asset protection
Inventory management
Secured environment
Order fulfillment
Reverse logistics

Customer support
Transportation management
Shipment tracking
Warehousing
24-hour support
International shipping and receiving

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northAmerican® Logistics and Ericsson
Industry Expertise: Telecommunications Equipment Manufacturing

Situation: A traditional transportation model isn't working for Ericsson, one of the world's largest manufacturers of telecommunications equipment. With no central control of warehouses, and inventory being swapped as needed between sites, millions of dollars is being lost as equipment becomes obsolete while it sits unaccounted for.

Goal: Partner with someone who not only has a record of success in the very specialized arena of telecommunications equipment transport, but also has the expertise to examine Ericsson's entire pipeline and build a customized logistics solution to reduce pipeline inventory, while also reducing human resource requirements.

Solution: northAmerican® Logistics joins Ericsson's re-engineering team and proposes a comprehensive in-transit merge program which replaces the client's warehouses with a virtual warehouse. Product is picked up from multiple manufacturing sources, both Ericsson, as well as vendor, and merged within 200 miles of the end user site within 48 hours of delivery. Shipments are large, with a full switch center equaling two trailer loads of equipment. Whether delivery of the telecommunications stations and equipment involves helicopters on roofs or cranes on mountaintops, it is coordinated precisely with Ericsson engineers performing installations.

Phase II: After the flawless execution of a three-month pilot project involving 114 radio base station sites and two switch centers in the Midwest, a national roll-out was planned and implemented in early 1999. As a result of this effort, northAmerican® Logistics is providing Ericsson with the following basic services on every order handled:

- Load electronically transmitted order content containing Ericsson's item detail and delivery requirements into the Asset Management System (AMS)
- Prior to ship date, coordinate the pick up of material from source (vendors, CCL, etc.) according to the schedule defined within the order content
- Notify Ericsson of any pick up not available as scheduled
- Pick up and merge, physically or virtually, all material defined within the order content for one complete delivery
- Deliver materials to final destination as scheduled and remove debris
- Provide Ericsson with on-line visibility of product and movement in AMS
- Input timely updates to status in AMS throughout the various stages of transportation
- Electronically transmit both proof of receipt at sort, and proof of delivery at destination to Ericsson SAP r/3 system
- Participate in customer/project construction meetings to determine site availability

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- Perform site survey to determine delivery requirements
- Obtain permit(s)
- Arrange for special equipment, i.e. crane, helicopter, etc.
- Unpack and bolt in place
- Store materials beyond merge window when requested by Ericsson

Logistics Services:

Blanket wrap transport

Warehousing

On site transportation personnel at plant sites

Merge activities

Local market deliveries

International shipping

Air freight

Central customer service support

EDI shipment activity

Information systems development

Management reports and metrics

High value product transportation

Site deliveries

Debris removal/recycling

Electronic proof of delivery

Vendor performance reports

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northAmerican® Logistics and Fujitsu ICL
Industry Expertise: Banking Technology

Situation: Fujitsu ICL, a worldwide provider of retail and financial systems and services to major retailers and banks, has reached a milestone with a key customer in the pending nationwide roll-out of 650 Bank One ATMs, each specifically programmed for a particular convenience store or strip mall location.

Goal: Find a logistics services provider with a record of success in both the banking and technology industries, that can design and manage a cost-effective, turnkey program to bring the ATMs from manufacturer to installation. The program must be managed in a seamless environment, with one point of contact, and in place within weeks. One-day, on-time service is mandatory.

Solution: With a record of success in developing logistics programs for banking equipment manufacturers such as Diebold, LeFebure and Fujitsu, northAmerican® Logistics is well-suited to implement a solution quickly for ICL. This solution includes pickup of the ATM equipment where it is programmed in Irvine, California, and bringing all materials to be consolidated and field-merged at northAmerican® Logistics' Los Angeles logistics center nearby. The components are then bar-coded, shipments are registered, and blanket wrap services are coordinated for transport to specific northAmerican® Logistics centers closest to destination. Proof of receipt at the destination logistics center is generated, and delivery teams assigned to perform on-day, on-time delivery and full installation of the equipment, including signage, at the convenience store or strip mall. This requires liftgate vans, as well as technical expertise to conduct thorough tests of the equipment following installation. Overall, the northAmerican® Logistics solution provides ICL with:

- EDI transmission of orders
- Single system access for tracing and tracking
- Proof of delivery
- Shipment charges
- Accessorial approval and verification
- Detailed shipment information and confidence for field sales offices
- Shipment change updates
- On-time shipment pickup/delivery reports
- Timely response to emergency service requirements
- Accurate disbursement of service parts
- Secure asset protection
- Improved inventory management
- Improved service response by improved inventory integrity (material available when it should be and is indicated to be available on the system)

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- Recommendations for cost avoidance/reductions/savings
- Ongoing process improvements
- 24-hour support
- Increased asset control
- Inventory accuracy
- Tracking and tracing by serial number

Phase II: Since the initial program, northAmerican® Logistics continues to be recognized by Fujitsu ICL as a business partner and a critical part of managed services to end users. The flexibility to economically bulk ship and locally manage inventory on an individual basis ensures that Fujitsu ICL meets its schedules and individual needs of each customer with minimal risk.

Logistics Service Requirements:

Outbound and inbound transportation	24-hour support
On-dock coordination and support	Central customer service support
Warehousing, temporary and long term	Management reporting
Inventory management of stock and consignment vendors'	Debris removal/recycling
Asset protection	Secured environment
Drop ship and merge activity	EDI shipment activity
Reverse logistics	Customer support
Transportation management	Installation services
Blanket wrap transport	Inventory management
Warehousing	Management reports and metrics
Asset management	Site deliveries
Merge activity	Shipment tracking
Local market deliveries	Electronic proof of delivery
ISO 9000 series quality qualification	

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northAmerican® Logistics and Mack Molding

Mack Molding, a full service Plastics Molding and Manufacturing company, was seeking to create an integrated transportation and warehousing system to supply their customers with small quantities of product several times of the day and evening. They also needed to find a solution to provide on-site swap-out process for returned materials requiring rework or replacement. Their solution was to create a partnership with a logistics company with expertise and core competencies of each to produce a seamless, turnkey demand-pull program.

The Solution

The logistics provider selected was northAmerican. Through the NAL facility in San Jose, CA, warehouse bulk space, a rework room and information management system provided the controls necessary to manage the process with Mack and local customers.

The project goals included:

- ◆ Create an integrated information management system that provided the control and visibility of product throughout all stages of the supply chain.
- ◆ Establish business controls and procedures to support demand-pull processes.
- ◆ Create an Auto-Swap MRB process.
- ◆ Develop remote rework capabilities
- ◆ Fine tune operational processes for flexibility and responsiveness

Benefits Received by the Customer

The results and benefits for both Mack Molding and their customers include:

- ◆ Change from fixed cost to variable cost in warehousing and inventory costs
- ◆ Ability to schedule and build product for customers production forecast at the manufacturing plant, while providing a demand-pull or JIT delivery within 2-3 hours of order near the local customer need
- ◆ More effective utilization of the manufacturing floor space
- ◆ Reduction in overall make to market cycle time

The success of this program has allowed Mack to more effectively manage on a global scale. A similar process was implemented with NAL in Grangemouth, Scotland. Mack has received Supplier Recognition Awards from several customers.

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SERVICE PARTS – CASE STUDY

A major office equipment manufacturer supplies a Request for Proposal (RFP) for the management and operation of 16 parts location in the Northeast. North American responds to the RFP offering a variety of solutions to support the client's physical network.

North American secures 8 of the locations through the RFP process. These locations represent 72% of the volume of the Northeast network. Due to significant employee loyalty, North American offers jobs to each of the client's 59 employees.

In cases where facility leases were close to expiration, the facility was either relocated to a North American multi-client location, or the lease was extended due to geographic requirements.

The client received many benefits of the transition to North American. All parts related activities were converted into a variable (transaction related) cost structure. All scheduling, overtime, sick day, and vacation related activities became the responsibility of North American. North American agreed to continue the use of the client's inventory and transaction systems, removing any "IT- related" issues. The use of multi-client facilities reduced the client's facility charges by improving space utilization in NAL facilities. An all inclusive site fee reduced the client's exposure to facility related charges including utilities, security, common area maintenance, janitorial, and carting to name a few. This also allowed the client to become more focused on their customers instead of maintenance related issues.

North American's business controls team has worked with the client's regional management to ensure that we measure the productivity and performance of each of these operations. The business controls team conducts independent audits and reports their finding to both the client and North American.

Due to a mutually beneficial partnership, North American recently expanded this relationship and was awarded four (4) more locations in the Western Region.

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REFERENCES

NAL and North American currently have several logistics partnerships in place with a variety of companies. This section details NAL and North American's partnerships.

GE MEDICAL SYSTEMS

Since October 1995, NAL has provided inventory management and distribution services for emergency and scheduled repair parts for GE Medical Systems. From 6 locations, over 75,000 transactions are handled on an annual basis. With 24 hour per day, 7 day per week coverage and a flexible work force, GE Medical has been able to convert a fixed cost to a variable cost and reduce their overall distribution cost of parts in the markets serviced by NAL.

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Demo Machine Logistics Services Contact:
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northAmerican® Logistics differentiates itself from other third-party providers by being focused on exceeding the customer expectations in providing high quality integrated transportation, distribution, warehousing and information management solutions.

We appreciate the opportunity to showcase the logistic opportunities and services available through the northAmerican® Logistics division of North American Van Lines. We are committed to providing the highest quality logistics services to our clients and look forward to working with you in the future. If you have any questions on the logistics services referenced in this portfolio, please contact North American Corporate Marketing at 800-706-4483.

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Unmatched Execution

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