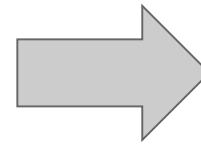


Arsenal of Health: The Supply Chain Story

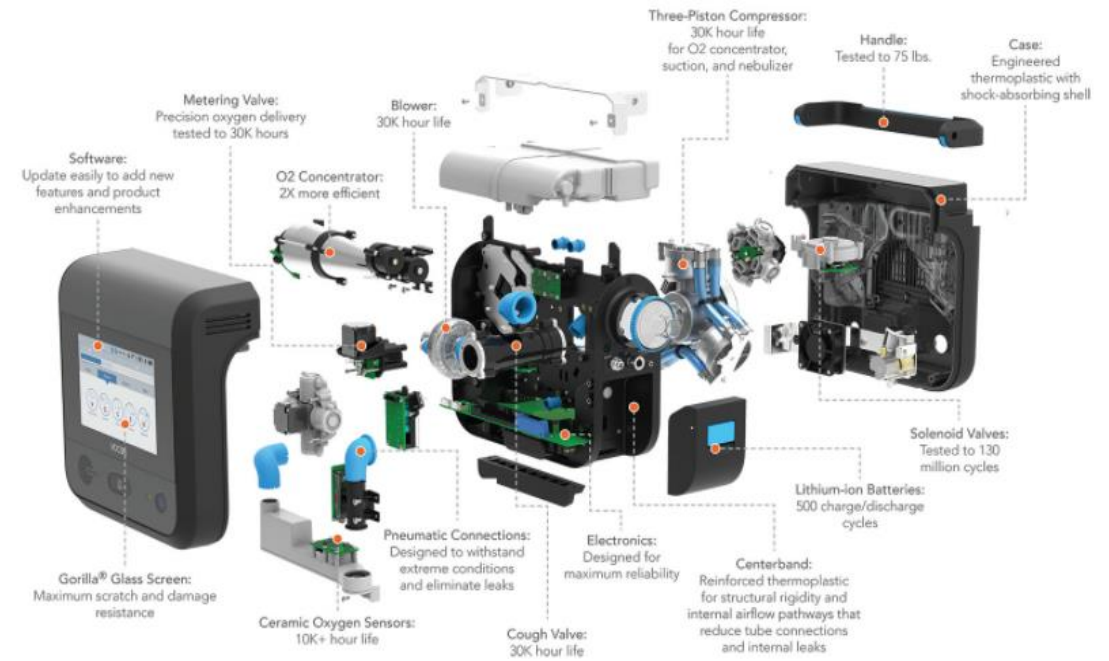
Arsenal of Democracy



General Motors and other automakers produced military equipment during World War II, including tanks at a facility near Flint, Michigan called the Fisher Body Tank Plant.



Arsenal of Health



The Task: Pivot to Produce Ventilators

- GM partnership with Ventec
- Plant in Kokomo, Indiana
- Order to produce 30,000 ventilators
- Sourcing done over a weekend
- Less than three weeks from discussion to production



".....have a mindset of what if your parents, your wife, one of your children had this COVID disease, and absolutely needed one of these ventilators? How far would you go to get this thing into production? How fast would you move?..."

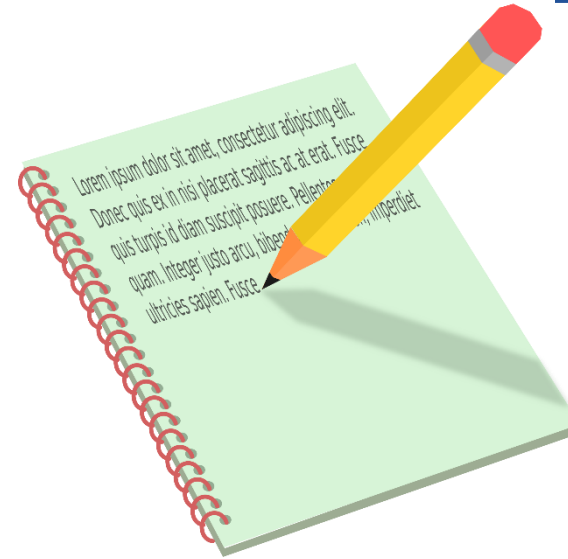
Phil Kienle – VP NA. Manufacturing

Over to Logistics.....

- Manual process / Non-GM Operation
- Hired CEVA's LLP services
- Logistics network & Packaging design
- Onboarded 125+ suppliers (tier 1 to 5)
- Outbound network
- 100% shipped on time & complete!!!!



Keys to Success



ONE TEAM / ONE GOAL

- Functional leaders
- Governance
- Extended Org.
- Partners

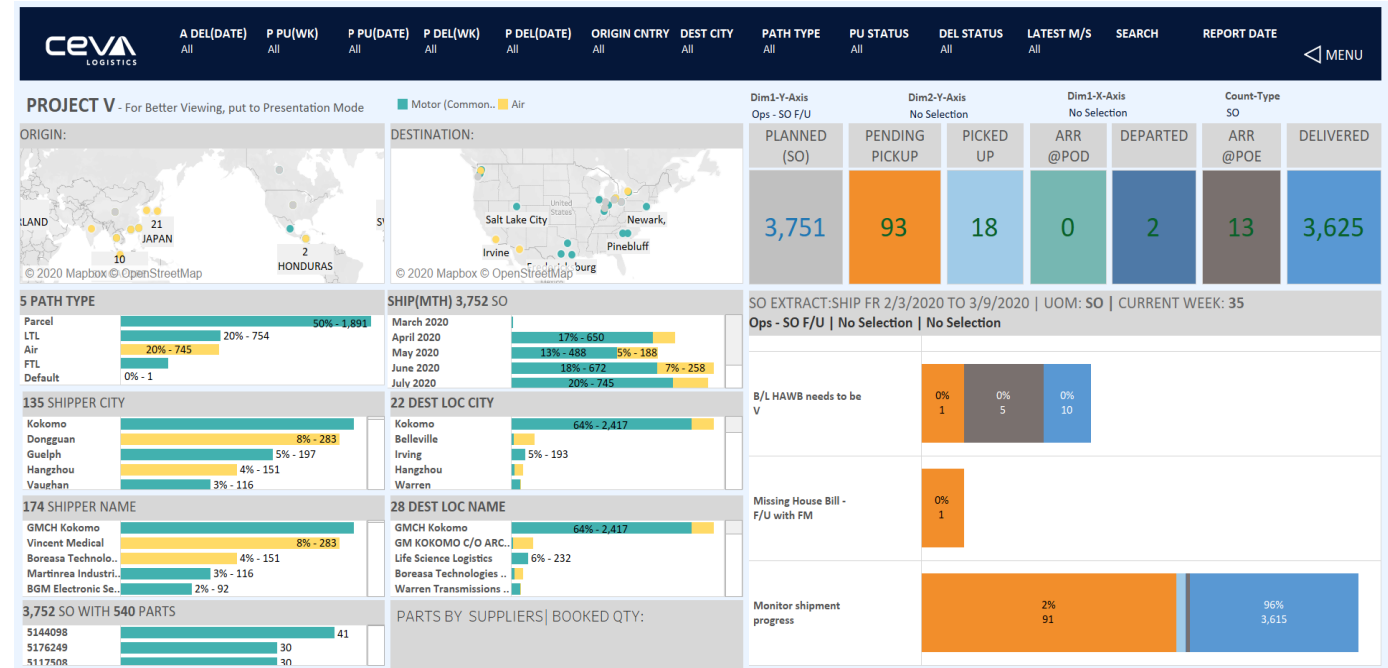
LESSONS LEARNED

- Start-up mindset
- There is always a better way
- Zero-based approach
- Reapply learnings

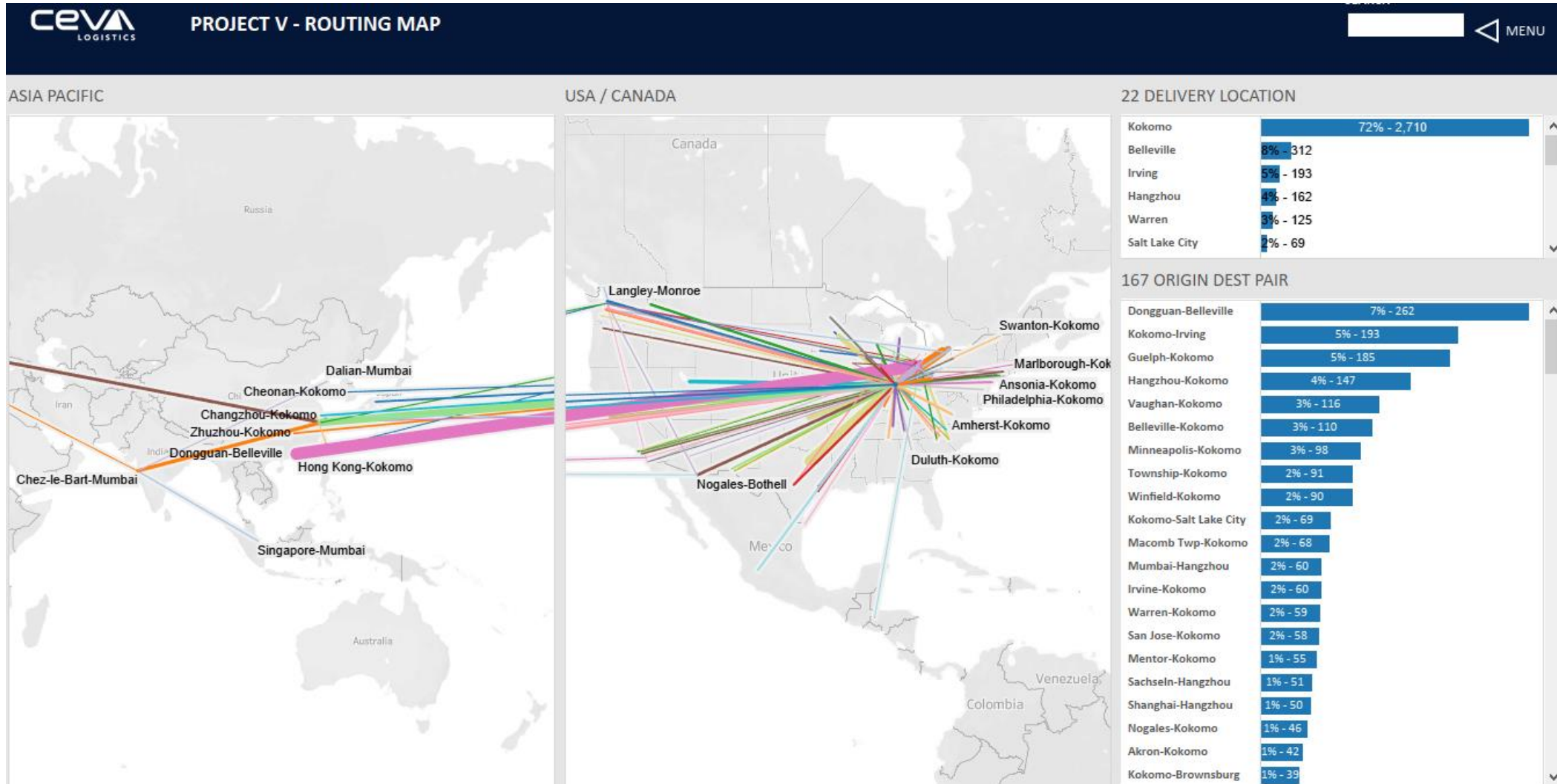
Managing the complexity and velocity

Project V - Dashboard

- 500+ part numbers
- 125+ part suppliers
- 135 Origin Cities
- 12 Origin Countries
- 22 destination cities in USA



Challenges through COVID



GM, Ventec complete delivery of 30,000 Ventilators



Final blower shipment ORD to Kokomo to produce the last of the ventilators





Jeff Dickerson, 62, of Chicago is recovering from COVID-19 after a ventilator assembled by General Motors Co. "pretty much saved my life," he told The Detroit News. *Courtesy Of Jeff Dickerson*