

# INVESTOR DAY

OCTOBER 2, 2013  
Lexington, South Carolina

## LEXINGTON SITE INTRODUCTION

**PETER SUTTON, BRYAN DUNLAP**  
Plant Managers



# LEXINGTON MANUFACTURING OUTLINE

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## LEXINGTON SITE INTRODUCTION

Dynamic Growth | Operating Structure | People

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## PASSENGER CAR AND LIGHT TRUCK OPERATIONS

Production | Mix and Customers | Investments

3

## EARTHMOVER OPERATIONS

Production | Mix | Capital Investments



# LEXINGTON SITE INTRODUCTION

Dynamic Growth | Operating Structure | People



# LEXINGTON SITE



# LEXINGTON SITE

US5

US7

- More than **2,100** employees
- Annual capacity: **220K tons**
- More than **\$1.5 billion investment** since 1981



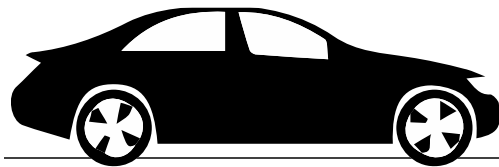
2012

2016

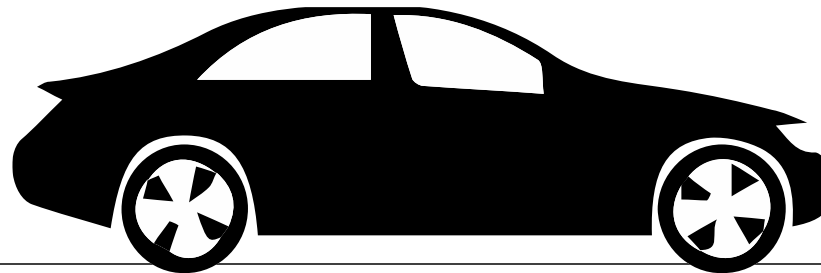
**LEXINGTON SITE**  
Dynamic Growth



+ 36%



+ 55%



Tonnage increase



# PRINCIPLES of Empowered Teams



# LEXINGTON SITE Empowered People



## LEVEL of Interaction

### PLANS



### STEERING PROGRESS



### PERFORMANCE



# PASSENGER CAR & LIGHT TRUCK

Production | Mix and Customers | Investments





# US5 PASSENGER CAR & LIGHT TRUCK



- High-performance tires
- More than 1,500 employees
- More than 200 SKUs
- Capable of 14" to 24" tires



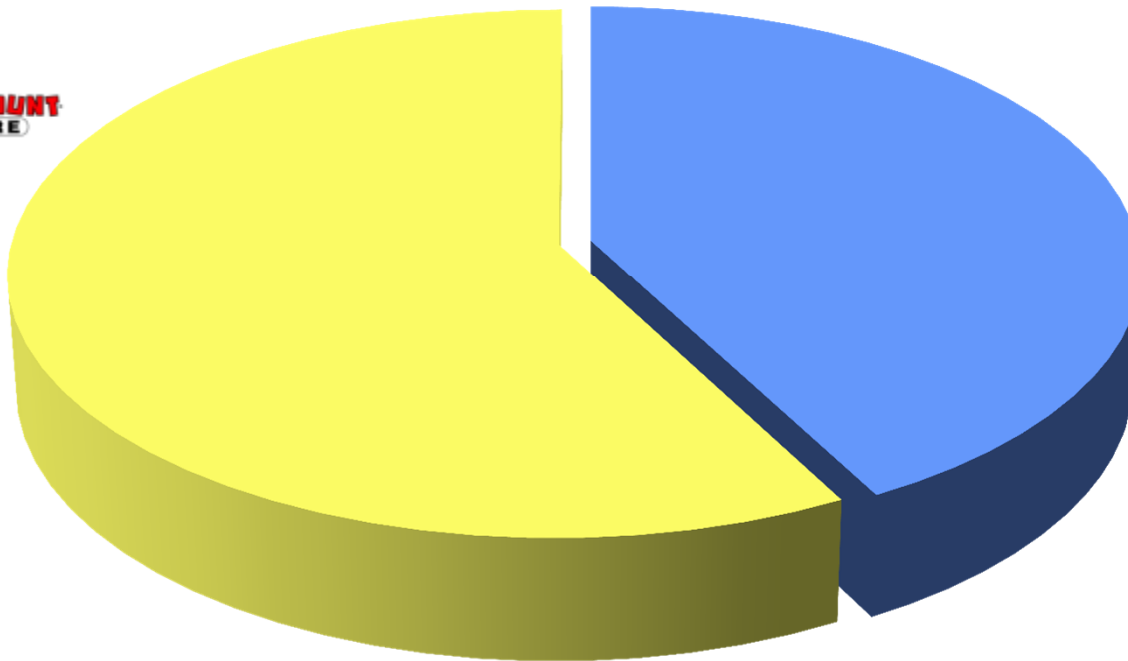
High Performance Tires,  
Local Market

# US5 CUSTOMER BASE

Replacement customers  
which include:

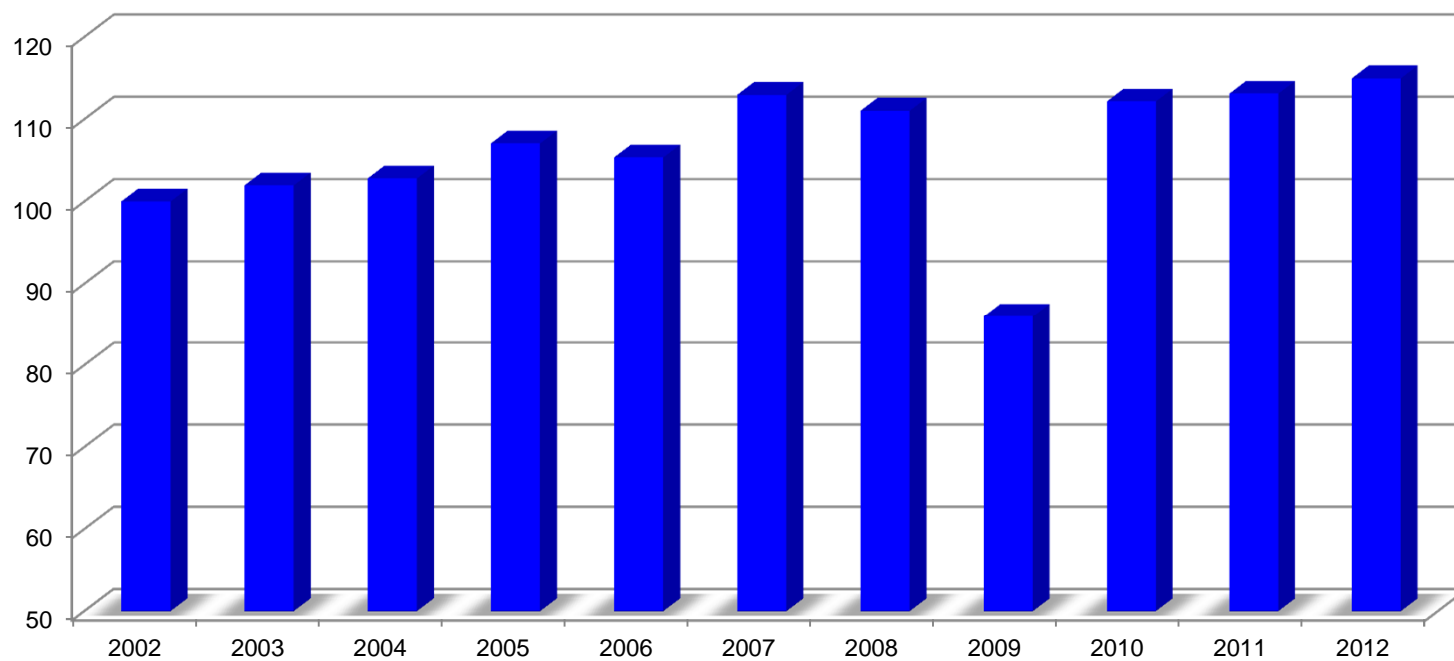


OE customers  
which include:

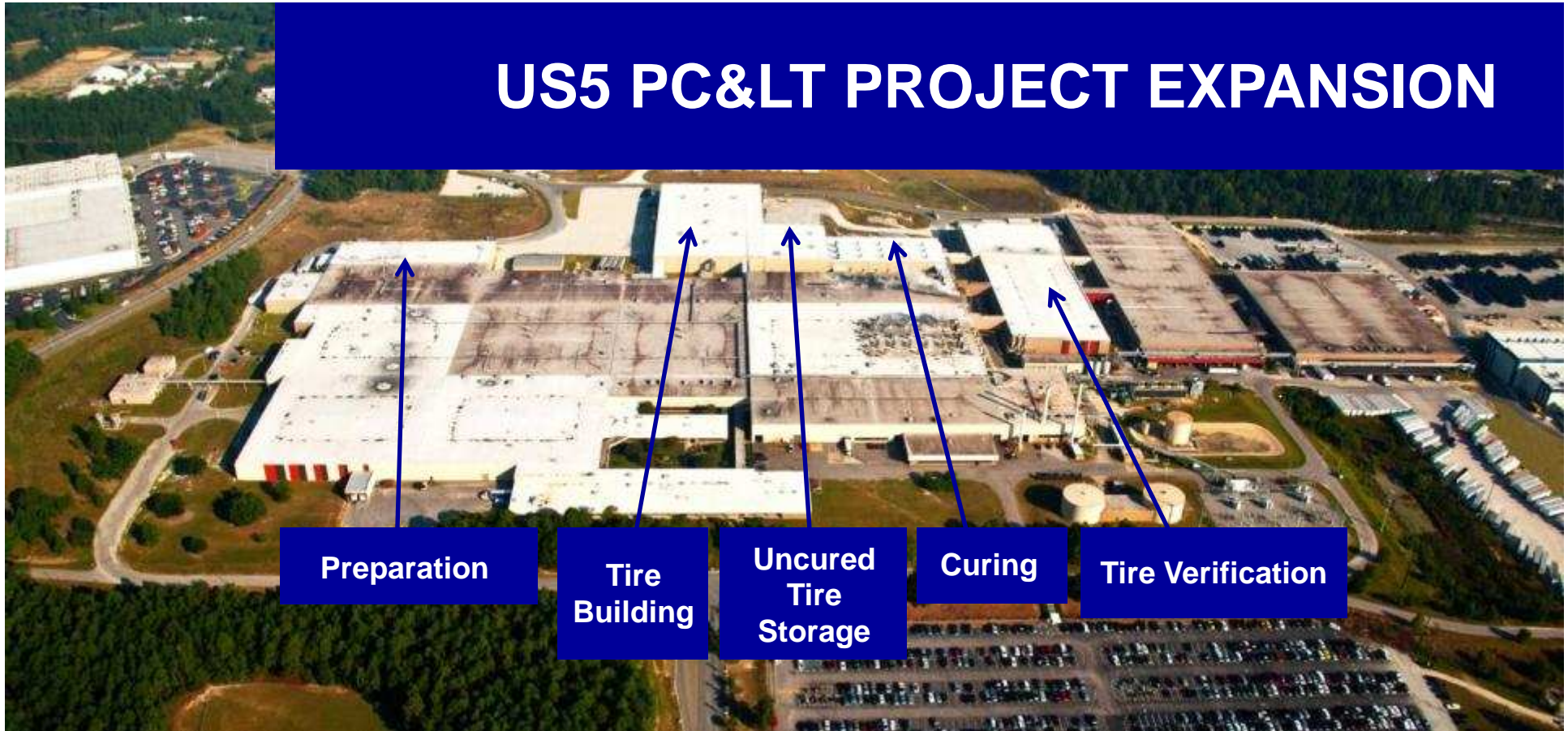


Plant output, in tons  
Base 100 in 2002

## US5 RETURN TO GROWTH



# US5 PC&LT PROJECT EXPANSION



Preparation

Tire  
Building

Uncured  
Tire  
Storage

Curing

Tire Verification



# US5 EXPANSION KEY HIGHLIGHTS



First Tire  
2 weeks ahead of schedule



Expansion First Tire Celebration  
October 12, 2012



More than 300,000 tires released to market

\$200 million expansion project | 270 new jobs | 17 months from project launch to first tire



# EARTHMOVER OPERATIONS

Production | Mix | Capital Investments



# US7 EARTHMOVER



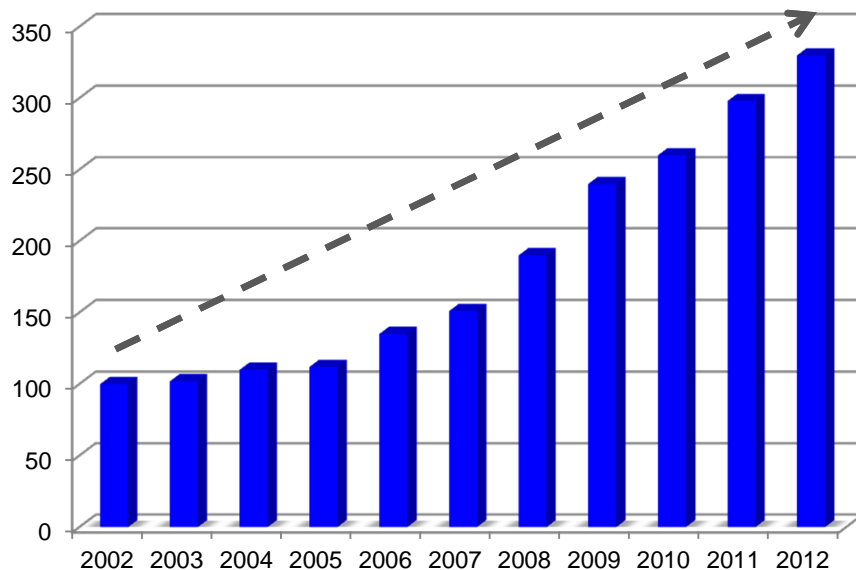
- 16 years in operation
- Surface mining tires
- 51" to 63" seat size
- 600 people

15



# SUPPLYING SURFACE MINING TIRES TO THE WORLD

Plant output, in tons  
Base 100 in 2002



The majority of tires produced by the Lexington Plant are exported outside North America to the world's largest surface mining companies.





## HIGHLY SKILLED PEOPLE AND PROPRIETARY EQUIPMENT DESIGN



## Phase 5 Expansion Project Execution

# QUICKLY RESPOND TO MARKET DEMAND

July 2012  
Building Construction



August 2012  
Curing Building Construction



January 2013  
Phase 5 1<sup>st</sup> Carcasse

July 2013  
Multiple Tire Building Machines in  
Production

February 2013  
Press Installation

August 2013  
Multiple Presses in Production

\$750M and 500 new jobs

# EARTHMOVER INVESTMENTS



**US7 Project Launch to First Tire  
15 Months**



**US10 Project Launch to First Tire in 17 Months - On Schedule for December 2013**