

KAUTEX – GROW WITH RESPECT

Lean Lead / Jan Lodewijckx



Textron Inc. | Leading Branded Businesses

2023 Revenues - \$13.7B

Textron Aviation



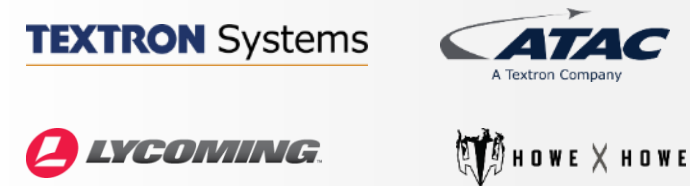
Industrial



Textron eAviation



Textron Systems



Bell



Finance



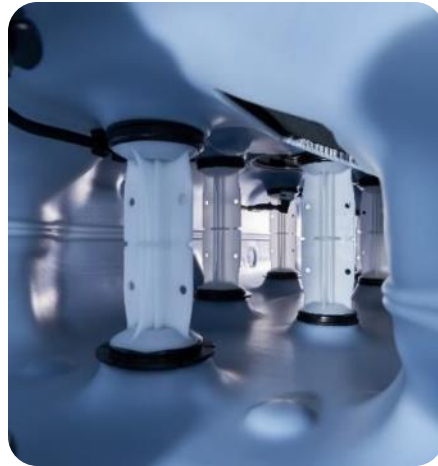
Kautex Product Portfolio

2023 Revenues - \$1.95B

ALLEGRO
///



**THERMO-
PLASTIC
BATTERY
ENCLOSURES**



**CONVENTIONAL
&
NGFS® HYBRID
PRESSURIZED
FUEL SYSTEMS**



**CLEAR VISION
SYSTEMS,
CLEANING
SYSTEMS
FOR ADAS &
AUTONOMOUS
VEHICLES**



CASTINGS



**INDUSTRIAL
PRODUCTS**

Production expertise

1

Compression molding

Products:

BEV Battery Enclosure
Underbody protection

2

Injection molding

Products:

FHEV and PHEV Battery
Enclosure
Underbody protection
ADAS cleaning
components
SCR tanks

3

Blow molding

Products:

Pressurized hybrid fuel systems
Fuel tanks

4

Postprocessing

Trimming & Cutting
Joining
Testing & Validation
JIT delivery



Offering value creation – close to our customers



13 Countries



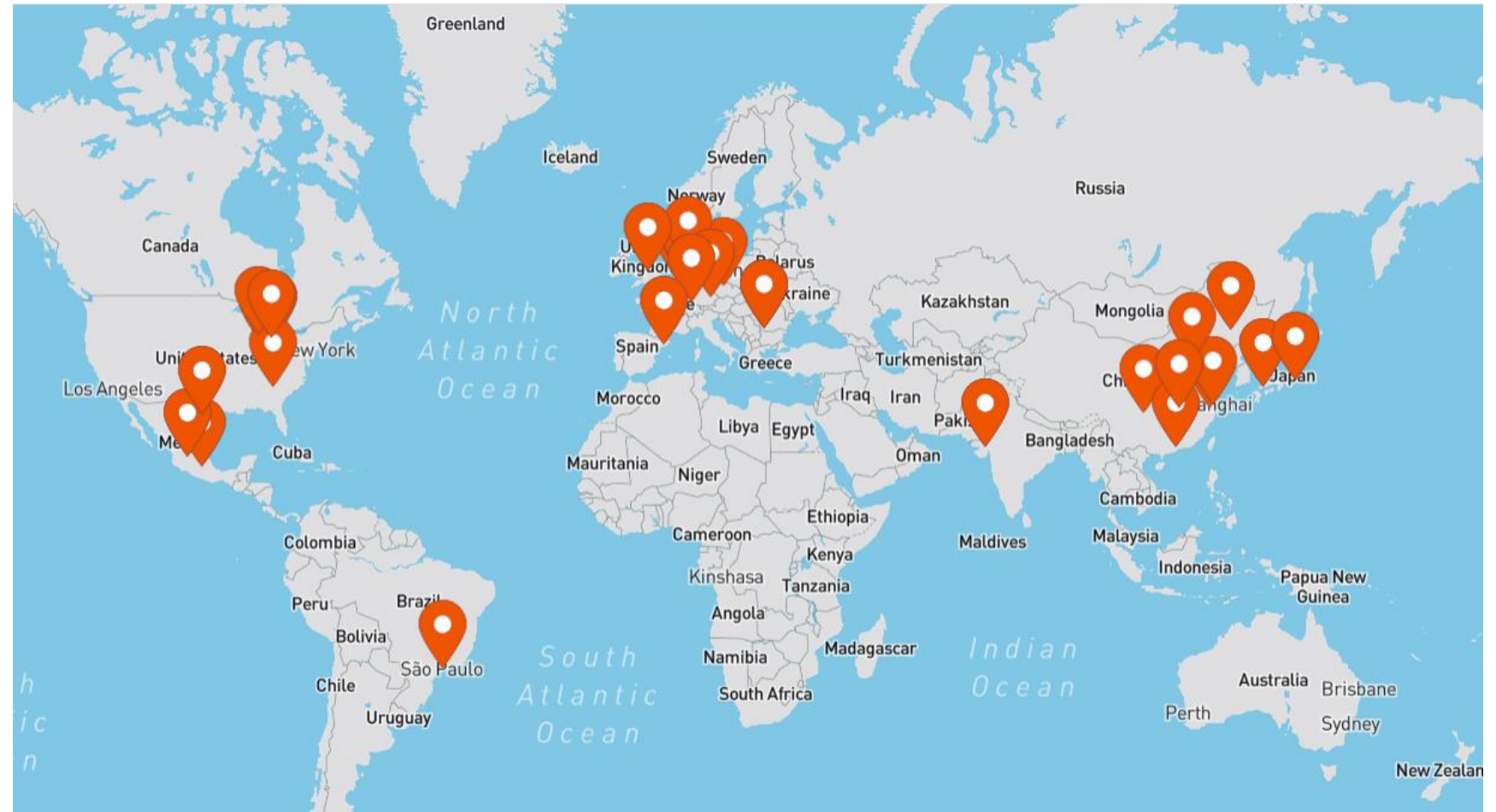
30+ Plants



~5000
Employees



Regional Development Centers



Vision

Embracing Disruption

Values



Thrive in the
Current Business



Accelerate
Digitalization



Execute Sustainable
Business Models



Elevate
the Culture



Accountability



Curiosity



Authenticity

Collaboration



Integrity



Recognitions & Partnerships



Community Outreach & Giving

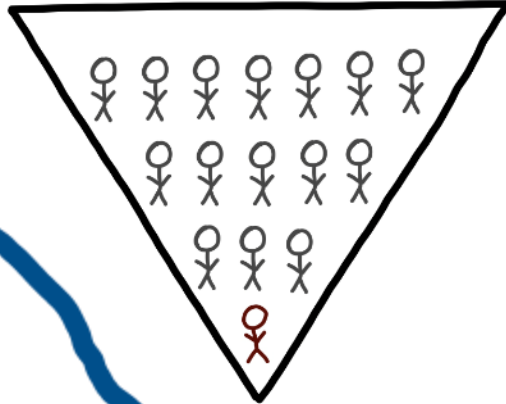


Employee Experience



Jan Lodewijckx : River of Life

*Efficiency = Willingness * Knowledge * Allowance*



TI Automotive



Organisation chart

KBK leadership team



Jan Lodewijckx
Dir. Operations



Floxie V. d. Sterren
Mgr. People



Anton Neumeier
Mgr. EHS



Nikolai Konikov
Mgr. Quality



Manuel Dachs
Mgr. Material Mgmt



Josef Bauer
Mgr. Production



Andreas Kohl
Mgr. Production



Jürgen Hassold
Mgr. Technology



Abdelmajid Afarsiou
Mgr. Finance

Talent Development

Hoe vaak per jaar spreken jullie bewust met jullie mensen over :

- Welzijn
- Targets
- Achievements
- Gedrag
- Ontwikkeling
- ...



Talent Development : Textron standard (Minimum) - Leiderschap

- Januari :
 - Global Leadership meeting
- Mei / Juni :
 - Talent Review
- Augustus :
 - Calibratie na Mid Year Reviews
- November :
 - Opvolging Talent Development
 - Finale Calibratie



Talent Development : Textron standard (Minimum)- Medewerker / Leidinggevende

- Januari :
 - Doelstellingen gesprek gelinkt aan bedrijfsdoelstellingen
 - SMART
- Februari :
 - Review doelstellingen afgelopen jaar
- April :
 - Carriere gesprek gelinkt aan individueel ontwikkelingsplan
- Juli :
 - Halfjaarlijks evaluatiegesprek
- Oktober :
 - Zelfevaluatie



Carriere gesprek

*Efficientie = Willen * Kunnen * Mogen*

- Doorlopen Intern CV
- Wat is korte termijn en lange termijn verwachting van de medewerker
- Mobiliteit
- Sterktes / Opportuniteiten
- Indivueel ontwikkelings plan



Individueel ontwikkelingsplan

- 10 % Training
- 20 % Coaching
- 70 % On the job



Talent to Watch – Manuel Dachs



Manuel Dachs

Materials Manager, KBK

SUCCESSION NOMINATION

Target Role(s):

- Director Operations

CORE SKILLS & COMPETENCIES

- Develops Talents
- Drives Results
- Manages Ambiguity
- Communicates Effectively
- Self Development
- Builds Networks

ACCOMPLISHMENTS

- Transitioned from Focus Factory Manager to Materials Manager.
- Transformed the department to high-performing and increased engagement.
- Significant improvements in EHS behavior.
- Closed 1 external warehouse.
- Installed 2 Agilox IMRs: saving 6 team members.
- Overachieved cost reductions: 170k planned, 200k forecasted.

DEVELOPMENT PLANNING

- Participating in AOP 2026 process.
- Training by plant controller on financial topics.
- Coaching & Mentoring by plant manager and Sr Materials Manager.
- Materials Excellence Program, Ohio State University in June 2025.

Talent to Watch – Nikolai Konikov



Nikolai Konikov

Quality Manager, KBK

SUCCESSION NOMINATION

Target Role(s):

- Director Operations
- Director Quality

CORE SKILLS & COMPETENCIES

- Manages Ambiguity
- Interpersonal Savvy
- Customer focus
- Decision making
- Digitalization
- QMS (IATF)

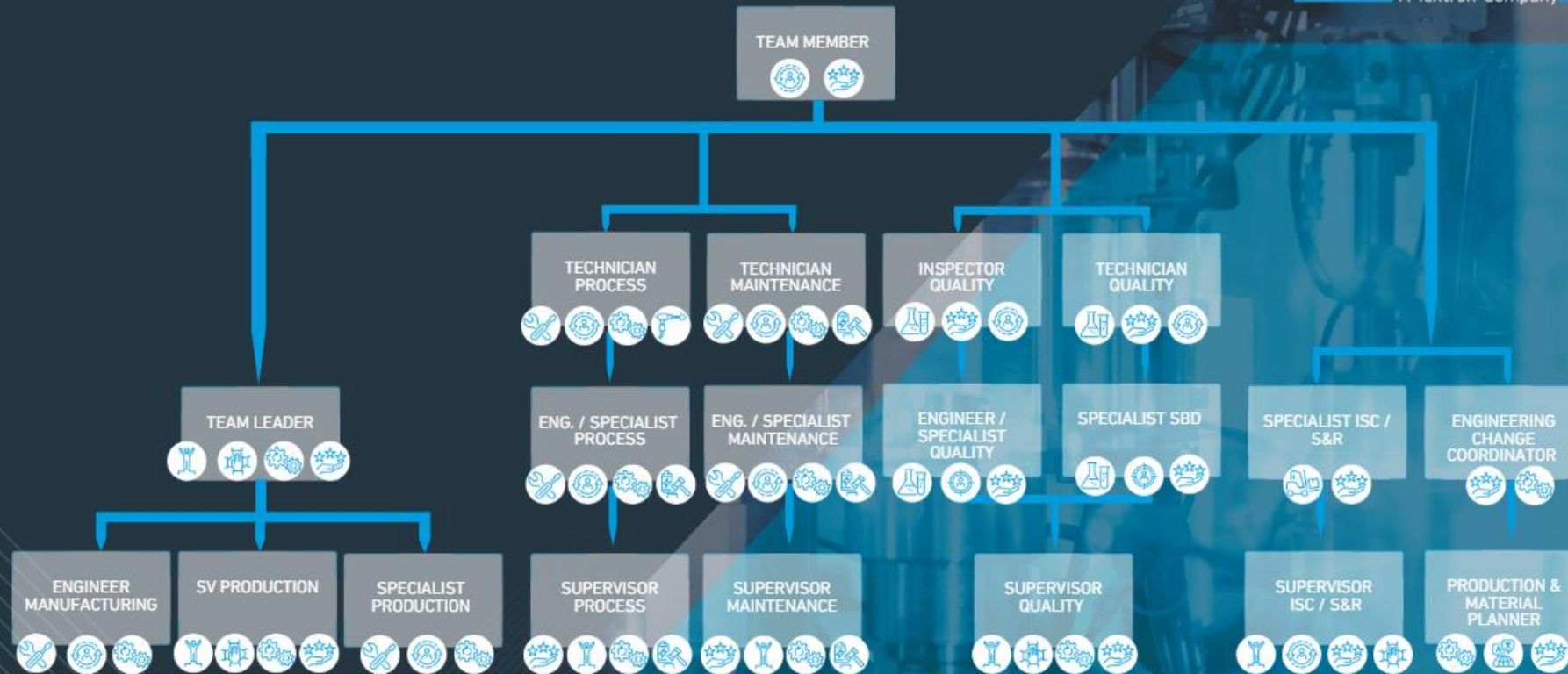
ACCOMPLISHMENTS

- In mid 2024 moved to KBK as Quality Manager: new role, transition from QM in HQ to QM in the plant.
- Reorganized the QM department.: increased engagement, reduced 1 team member.
- Passed all audits with minimal deviations during first 5 months.
- Year On Year Reduction of QDRs
 $2023 = 31 / 2024 = 11 / \text{YTD } 2025 = 3$

DEVELOPMENT PLANNING

- Finance coaching from Finance Manager.
- Quality specific trainings (VDA 6.3 and 6.5, PSCR, SPC).
- Mentoring by Dir Quality and Dir OPS.
- Create solid strategy for Q-department.
- TLE completed 2024.
- To be nominated for 7 Competences -2026
Develop Talents
Drives Vision & Purpose

YOUR SHOPFLOOR CAREER PATH AT KAUTEX



Competencies



Mijn aanpak : Regelmatige F2F (wekelijks / tweewekelijks)

- Ruimte voor medewerker om te spreken over
 - Gevoelens
 - Problemen
 - Hulp nodig
 - Opleidingen
- Ruimte voor leidinggevende om
 - Feedback te geven
 - Bij te sturen
- Duidelijkheid / Vermijd verrassingen
- Feedback vanuit je gevoel – Empathie
- Verbindende communicatie - Afspraken



Take Aways

1. Draag Vision & Values uit : Gebruik ze regelmatig zodat je medewerkers één worden met ze
2. Transparantie : Transparante communicatie brengt duidelijkheid en creëert vertrouwen
3. Talenten Ontwikkelen is een werkwoord. Niet iets van één dag per jaar
4. Pols regelmatig naar de verwachtingen van je medewerker(s)
5. Efficiëntie = Willen * Kunnen * Mogen
6. Een ontwikkelingsplan bestaat hoofdzakelijk uit "on the job" leren
7. Vergeet je shop floor medewerkers niet. Vaak worden zij vergeten
8. Zet je talenten in de Picture
9. Regelmatige F2F gesprekken om korte opvolging te garanderen en verassingen te vermijden
10. Verbindend communiceren – Toon empathie

