



# DELPHI

Empresas Ca-Le de Tlaxcala  
Tetla, Tlaxcala, México

## ACHIEVEMENTS

### Plant Recognition

- 1999 Health and Safety 1 million hours without Lost Work Day Cases
- 2000 Honda Supplier Quality Award
- 2001 Health and Safety 1 million hours without Lost Work Day Cases
- 2001 Honda Supplier of the Year Award
- 2002 Health and Safety 1 million hours without Lost Work Day Cases
- 2003 Clean Industry Certificate
- 2003 Safety Industry Certificate

### Quality

- 0 spills and 0 major disruptions
- From 255 to 0 in customer PPM's
- From 2.1 to 3.6 on quality DMS
- 67% reduction of supplier PPM's
- 73% FTQ improvement
- 73% reduction in scrap dollars
- Scrap % COGM from 4.4 to 1.33

### Cost & Delivery

- 19% operating income increase
- Premium freight from 40,000 USD to 0
- 4 mill. Usdlls. MCIP, IMCIP, MEIT savings
- 16% sales and production increase
- Revenue from \$44 to \$49 million
- 100% ship window compliance since 2001
- Proactive maintenance from 48% to 86%
- DMS degree from 2.1 to 3.6

### People and Safety

- From 1.46 to 3.89 on productivity
- Recordables from 4.15% to 1.48%
- 490,000 training hours
- Lost work days from .86% to .16%

### Customer Profile:

- GMM (OE & Service)
- RENAULT-NISSAN
- DELPHI USA
- DELPHI AFTERMARKET
- 90 aftermarket customers in 18 Mexican states

## PEOPLE

Our plant in Tlaxcala, Mexico, is considered one of the most important enterprises in the region having been in operation for the past 12 years.

Ca-Le has 575 people producing two different technologies of world-class batteries: Maintenance Free & Hybrids, selling them to domestic and international customers.

All employees are timely informed about achievements and goals attained every month. The area owners present the company performance results.

Each employee is trained for a minimum of 150 hours per year. Abilities and improvement opportunities are identified for each and every one of the individuals according to the nature of their work.

Since ergonomics, environment, health, and safety is of major importance, Ca-Le has invested more than \$7.5 million to improve working conditions for our employees.

## PROCESS

Our vision is to have a world-class manufacturing system that helps reduce waste and process variation and constantly increase productivity.

Our strategy is based on the Delphi Manufacturing System (DMS), which is focused on changing traditional manufacturing practices to a flow manufacturing philosophy with a structure and process to continuously improve our daily operations.

Our commitment is to manufacture quality products on time, with efficient use of man and machine resources.

## **PRODUCT**

CA-LE is a battery manufacturing plant operating in a worldwide market producing two different technologies:

- Hybrid (Antimony – Calcium)
- Maintenance-Free (Calcium-Calcium)

The annual manufacturing capacity is 2.3 million batteries.

Maintenance-free batteries are designed and supported by the Indianapolis Delphi Technical Center; Hybrid batteries are designed in Ca-Le.

## **PLANT**

Empresas CA-LE de Tlaxcala, S.A. de C.V. was founded in February 1990, located in Tetla, Tlaxcala, Mexico, 181 kilometers east of Mexico City. CA-LE has been under management of Delphi E & C Mexican Operations since May 1996.

In Empresas CA-LE de Tlaxcala, our daily work is based on EXCEEDING OUR CUSTOMERS' EXPECTATIONS, which is why we are totally focused on continuously looking for improvement opportunities.

Being part of Delphi Corporation, our Vision, Mission, Excellence Absolutes, and Principles are transmitted by the corporate management, thus conforming our organizational culture focused on objectives and goal attainment through lean systems and practices.

## **ABOUT DELPHI**

Delphi is a world leader in mobile electronics and transportation components and systems technology. Multi-national Delphi conducts its business operations through various subsidiaries and has headquarters in Troy, Michigan, USA, Paris, Tokyo and São Paulo, Brazil. Delphi's two business sectors – Dynamics, Propulsion, Thermal & Interior Sector and Electrical, Electronics & Safety Sector - provide comprehensive product solutions to complex customer needs. Delphi has approximately 190,000 employees and operates 171 wholly-owned manufacturing sites, 42 joint ventures, 53 customer centers and sales offices, and 34 technical centers in 41 countries. Delphi can be found on the Internet at [www.delphi.com](http://www.delphi.com).

For more information contact:

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