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The image shows the 'Contents' page of the report. It features a red header with the word 'Contents' in white. Below the header is a list of four items, each preceded by a red hexagon containing a white number. Dotted lines extend from the right side of each item. At the bottom, there is the HARBOUR CONSULTING logo and a copyright notice: '©2007 Harbour Consulting. All rights reserved.'

2006 Headlines

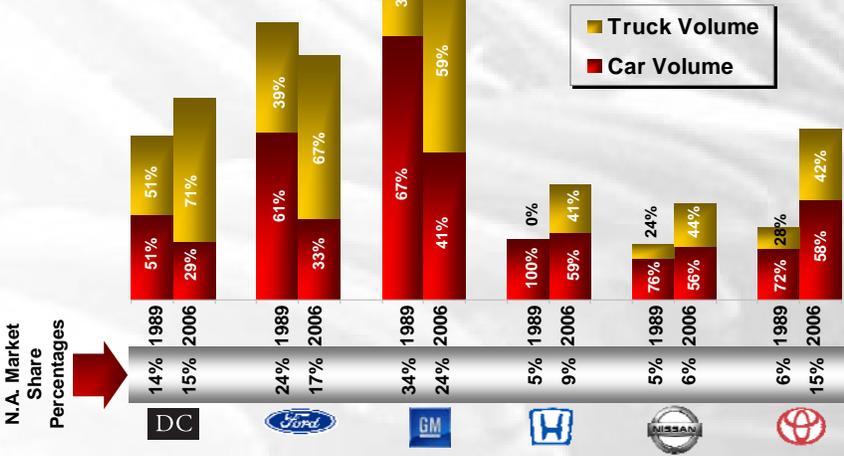
- ◆ Toyota leads the six largest competitors in total manufacturing productivity (assembly, stamping, engine and transmission), using 29.93 labor hours per vehicle.
- ◆ GM captures 3 of 4 Best Plant awards.
- ◆ Honda leads the six largest companies in vehicle assembly productivity with 21.13 hours per vehicle.
- ◆ The gap among the six major North America automakers continues to narrow.
- ◆ The correlation between quality and productivity continues to strengthen.
- ◆ Improved labor productivity allows money to be redirected to make future vehicles more appealing.
- ◆ Flexibility through more competitive agreements is beginning to pay off, but more must be done.
- ◆ GM and Ford buyouts partially offset volume losses, and will have a bigger impact in 2007.
- ◆ Fewer plants are producing more vehicles and a wider variety of models supported by flexibility and productivity gains throughout the industry.



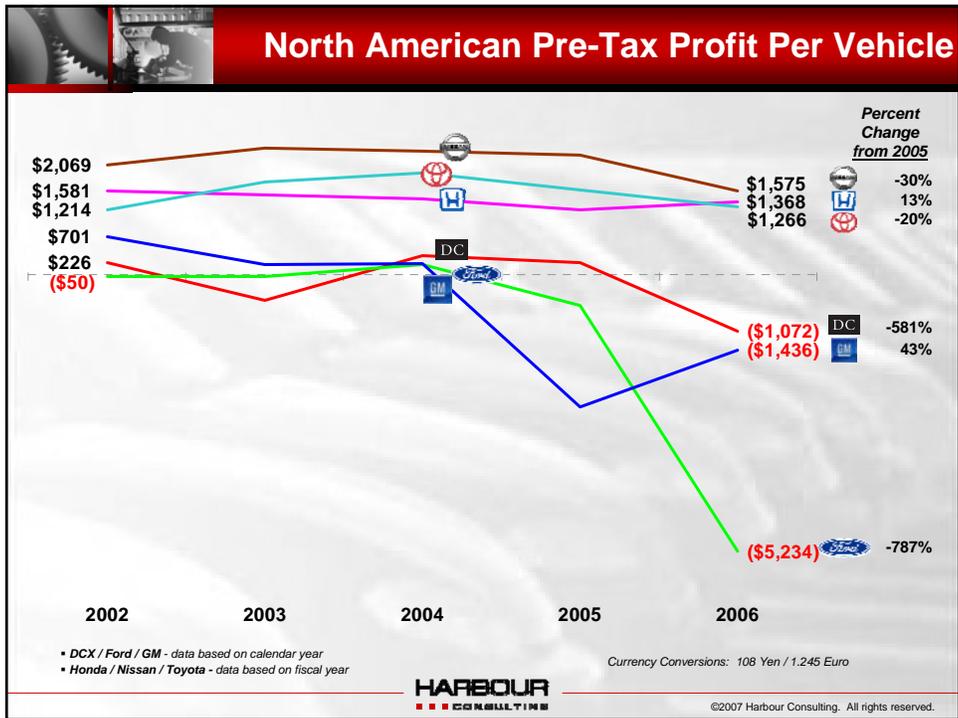
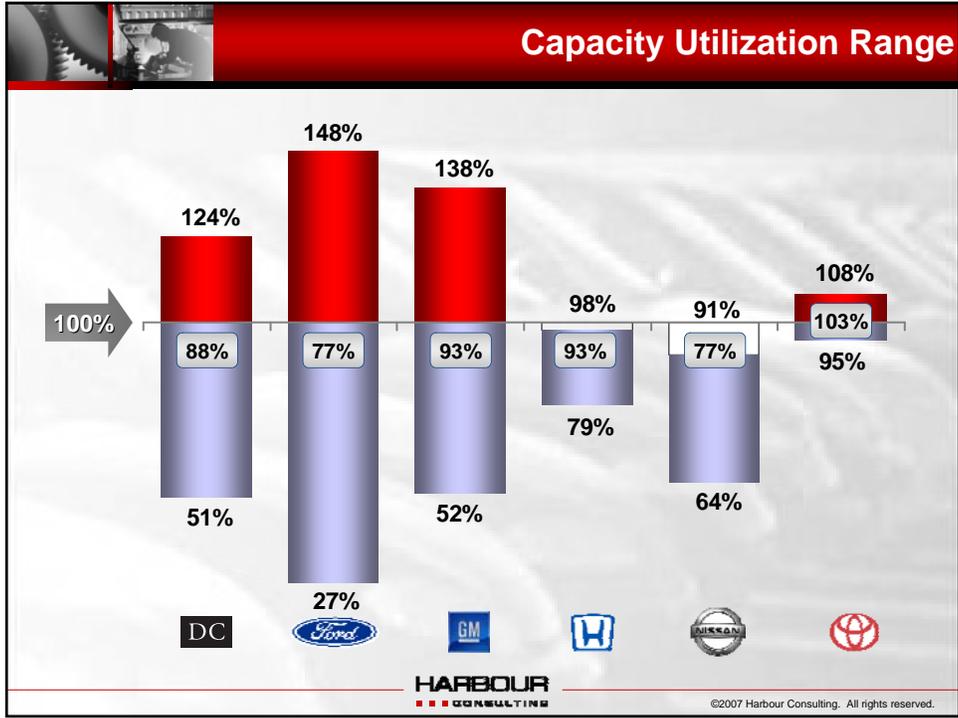
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North American Market Share

Car / Truck Volume
1989 & 2006



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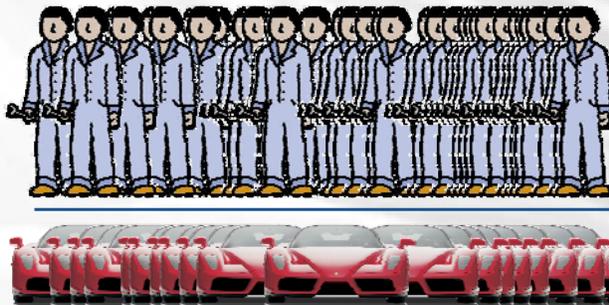




Vehicle Assembly



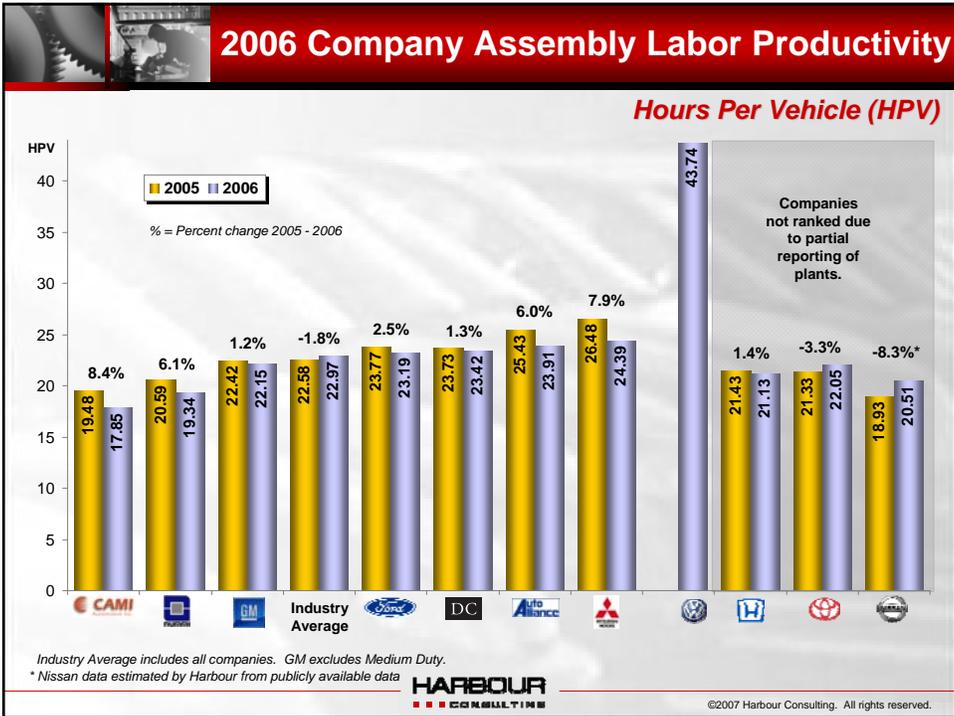
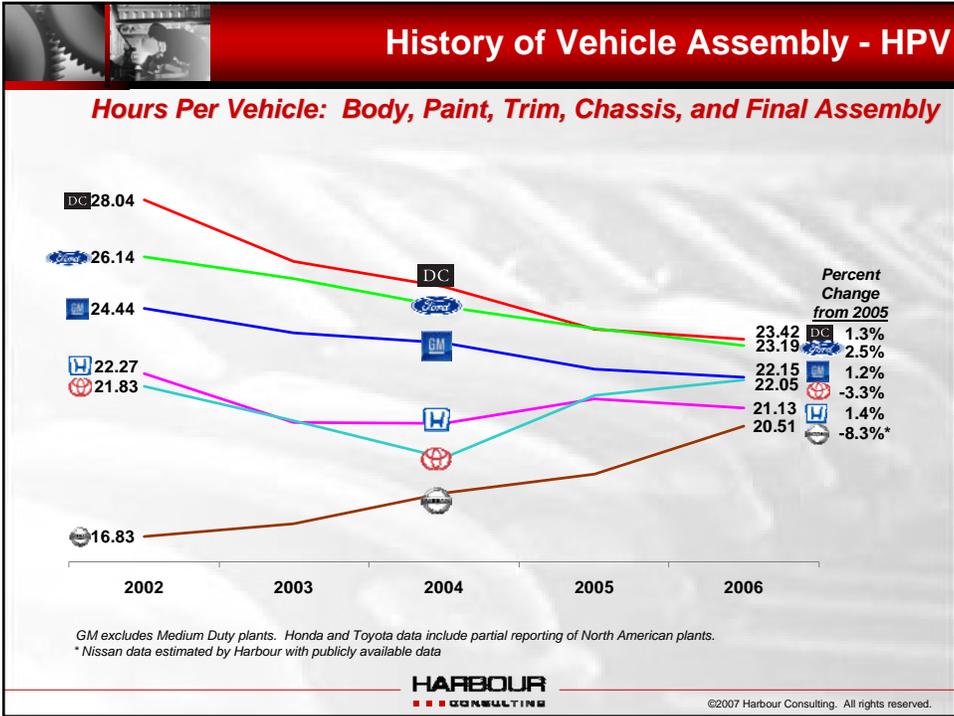
The Hours Per Vehicle (HPV) Measure

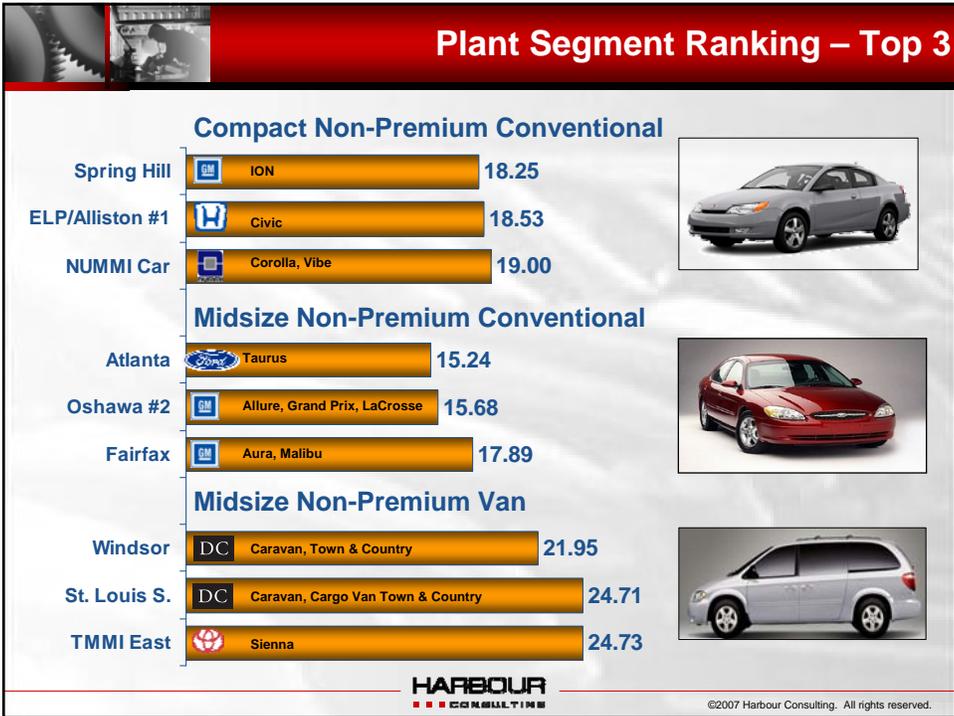


Hours worked by all plant personnel

- ◆ Salary
- ◆ Direct Hourly
- ◆ Indirect Hourly

All units produced





Plant Segment Ranking – Top 3

Compact Non-Premium CUV

CAMI	 CAMI	Torrent	17.84
CAMI	 CAMI	Equinox, XL-7	17.85
ELP	 H	CR-V	19.63



Midsize Non-Premium CUV

Chicago	 F	Freestyle	20.25
Ramos Arizpe	 GM	Rendezvous	21.95
Windsor	 DC	Pacifica	23.92



Midsize Non-Premium Pickup

NUMMI Truck	 F	Tacoma	19.84
Shreveport	 GM	Canyon, Colorado, I-Series	19.93
Twin Cities	 F	B-Series, Ranger	21.05



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Plant Segment Ranking – Top 3

Midsize Non-Premium Utility

Jefferson N.	 DC	Grand Cherokee	19.88
Toledo North	 DC	Nitro	20.11
Moraine	 GM	Ascender, Envoy, Rainier	20.58



Large Non-Premium Pickup

Fort Wayne	 GM	Sierra, Silverado	21.34
Kansas City #2	 F	F-Series	21.50
Norfolk	 F	F-Series	21.72



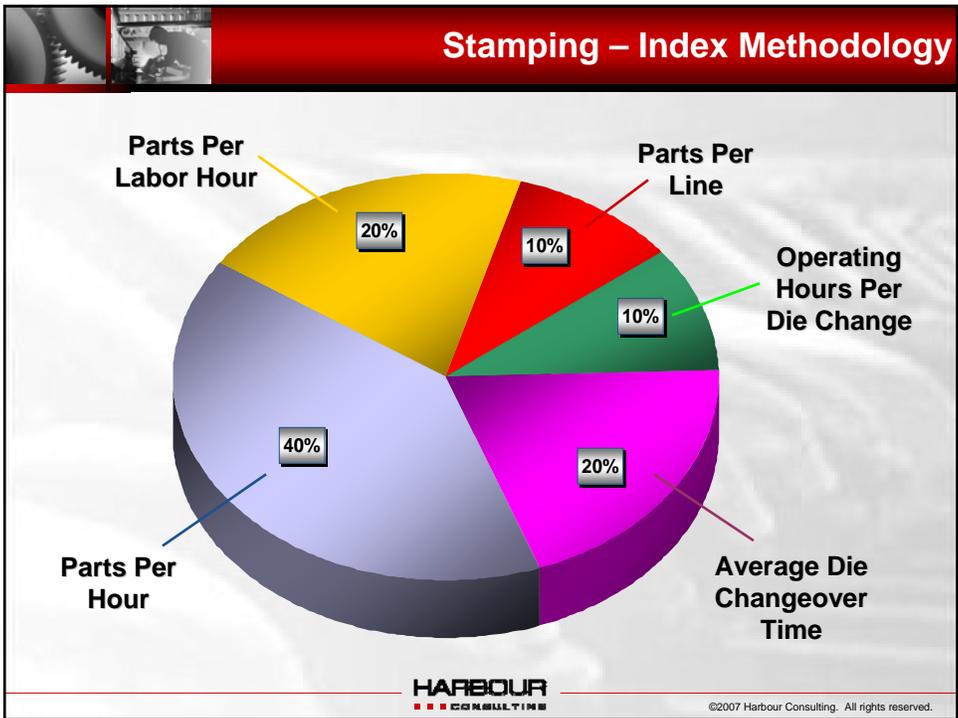
Large Non-Premium Utility

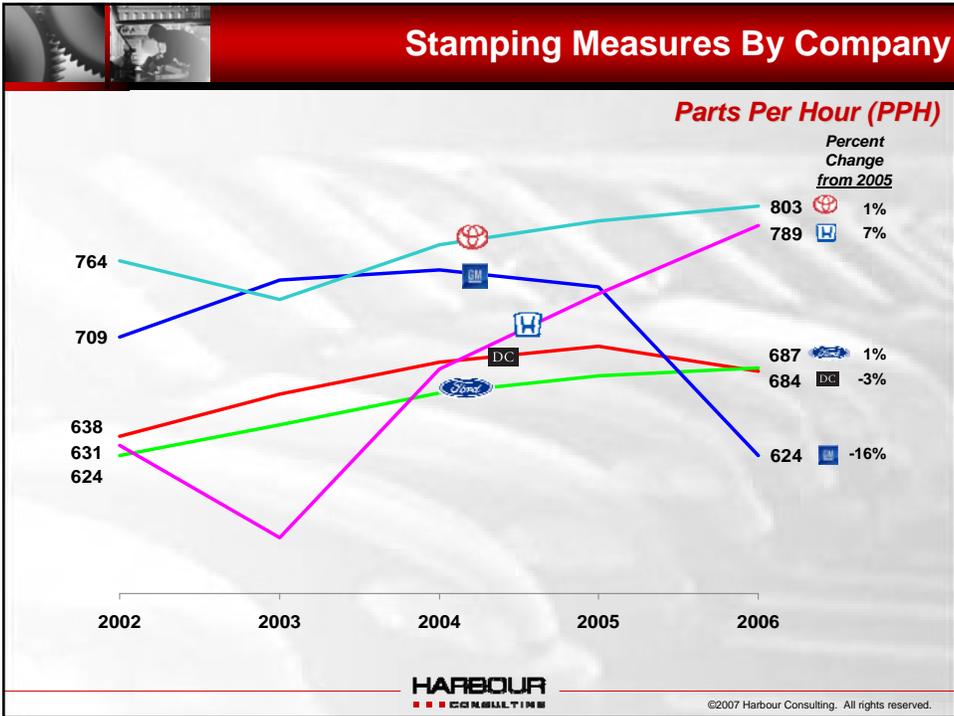
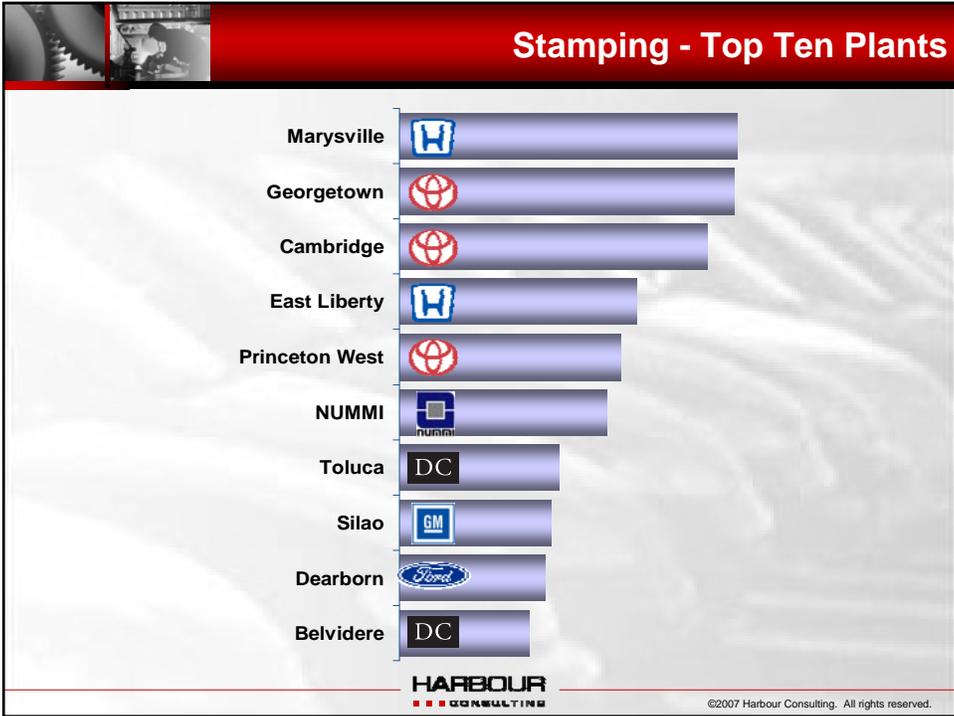
Arlington	 GM	Suburban, Tahoe, Yukon, Yukon XL	23.54
Newark	 DC	Durango	25.99
Janesville	 GM	Suburban, Tahoe, Yukon, Yukon XL	26.30

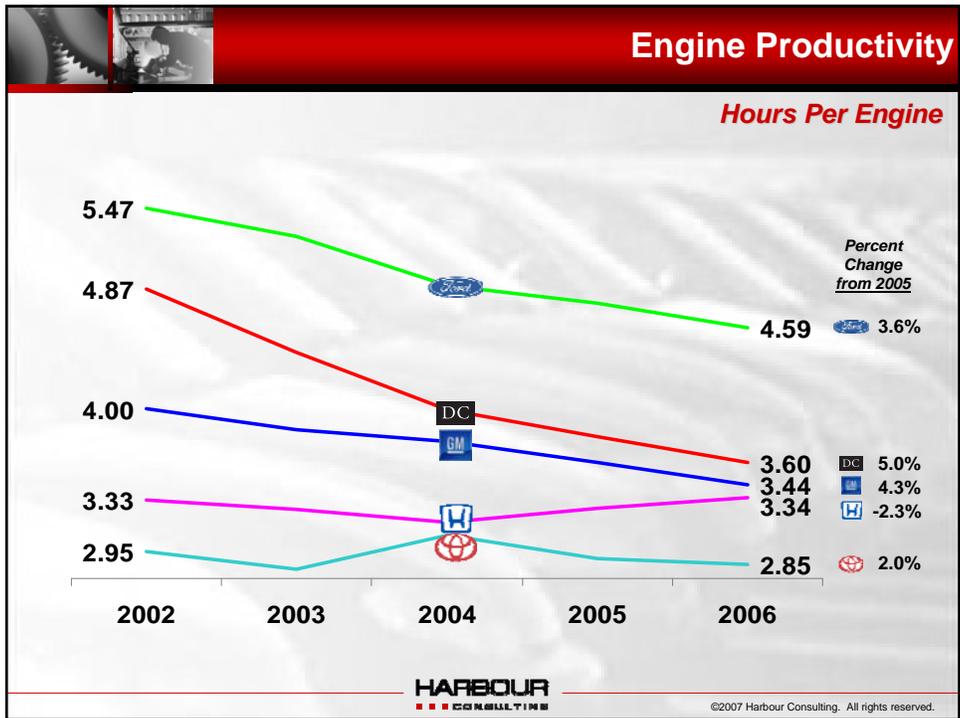


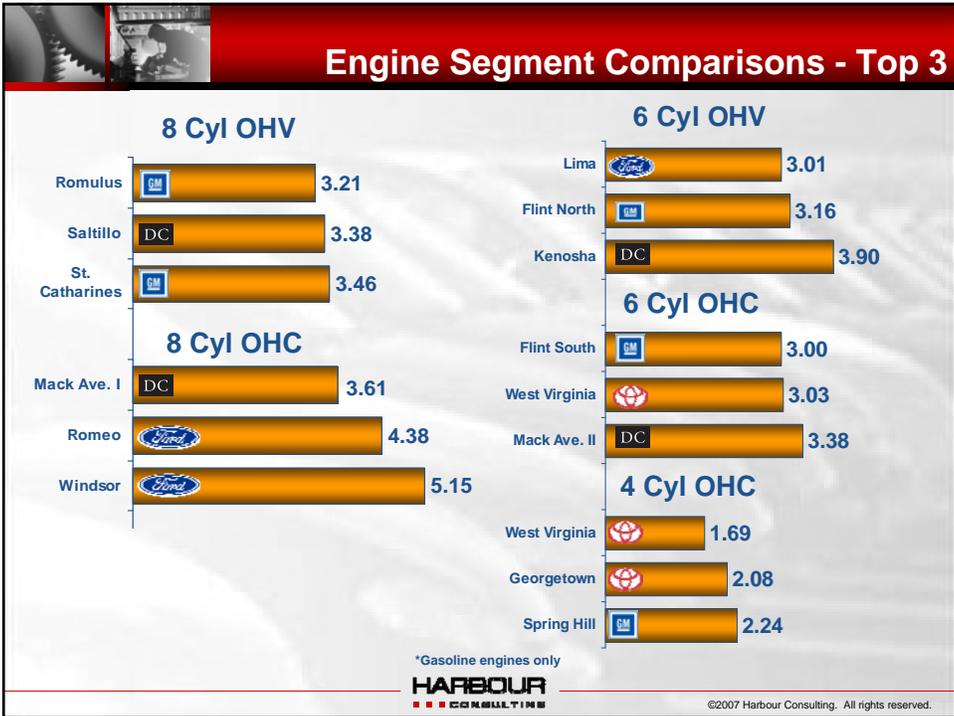
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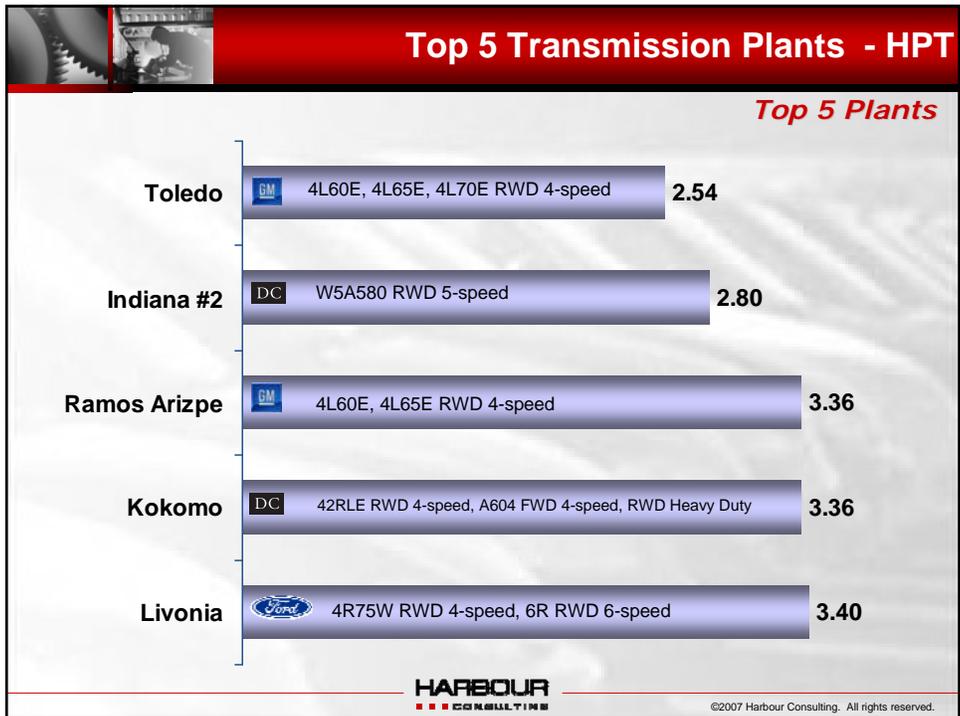
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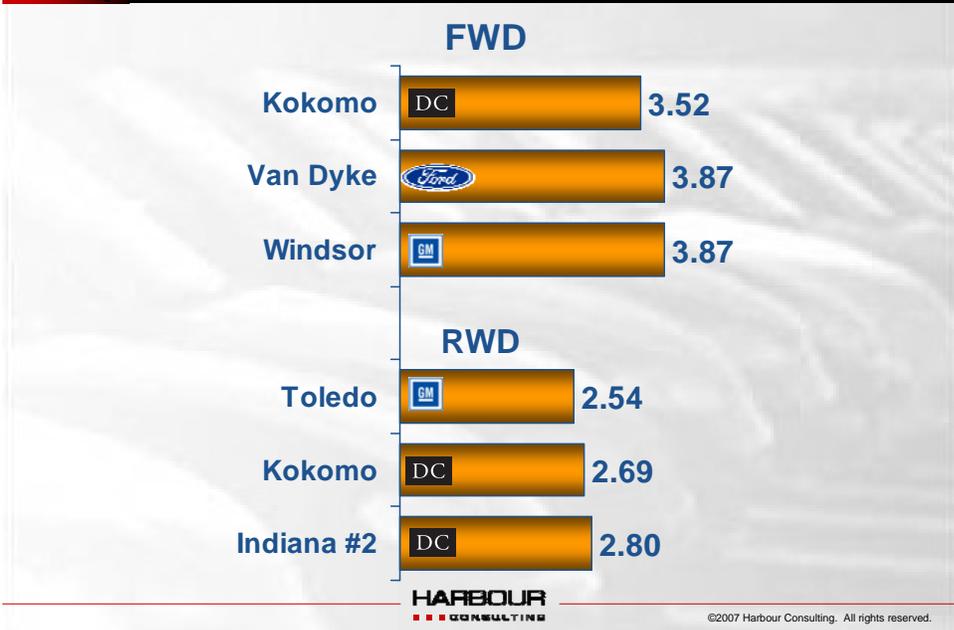








Transmission Segment Comparisons – Top 3



North American History - Total Hours Per Unit

