



THE REMANUFACTURER.

ENVIRONMENTAL SUSTAINABILITY

MOTOR & EQUIPMENT REMANUFACTURERS ASSOCIATION

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MERA Members Convene in Washington, Deliver Important Message to Congress

Members of the new Motor & Equipment Remanufacturers Association visited the offices of 59 U.S. senators and representatives in Washington, D.C. on March 3, 2011, to discuss vital industry issues with elected officials during the eighth annual Legislative Summit organized by MEMA, the Motor & Equipment Manufacturers Association.

The visits were a key component of the Legislative Summit, which provided MERA members with the opportunity to promote the benefits associated with remanufactured motor vehicle parts, including jobs, environmental sustainability, technology and consumer value.

"With each trip I make to Washington, I'm encouraged to see the heightened awareness that our remanufacturing industry has with congressional members, said Jack Vollbrecht, senior vice president, business development, Remy Power Products and a Summit attendee who participated in the congressional visits. "Senate and House members are recognizing the benefits that remanufacturing accrues to society," added Vollbrecht, who also serves as a vice chairman of MERA.

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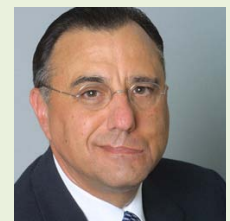
Meritor Hosts Inaugural MERA Board Meeting in Troy, Mich.

The Motor and Equipment Remanufacturers Association held its inaugural meeting of the board of directors on Feb. 4, 2011, at the headquarters of Meritor, Inc. in Troy, Mich. Doug Wolma, general manager, remanufacturing-CVA, Meritor, Inc. was the host member.

The meeting marked the official start of operations for the newly formed MERA. Board members reviewed the priorities for the trade association and officially launched a membership drive and a number of other key initiatives.

Michael Cardone, Jr., chairman and CEO, CARDONE Industries, Inc. and MERA chairman summarized the meeting, stating, "The future for remanufacturing is bright and MERA is well positioned to help the members of our motor vehicle parts remanufacturing industry to advance their business interests – at home, in Washington and abroad."

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Michael Cardone, Jr.
CARDONE
Industries, Inc.

Looking for more horsepower from your legal services?

Look to Foley, a full-service law firm with a dedicated Automotive Industry Team. With offices in key automotive centers, including Detroit, Tokyo, Europe, and Shanghai, Foley provides high-performance legal services to clients anywhere in the world. For mergers and acquisitions, labor and employee benefits, restructuring, supply chain contracting, IP, corporate securities and finance, and commercial litigation, count on Foley for extra horsepower to help you pursue your business goals.

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To learn more, contact Mark A. Aiello at maiello@foley.com or Thomas B. Spillane at tspillane@foley.com,
Co-Chairs of Foley's Automotive Industry Team.

Foley.com

In a recent survey* of *Fortune* 1000 corporate counsel, Foley received a top 10 ranking out of more than 500 firms for our strong client focus, breadth of service, innovation, and value for the dollar.

*2011 BTI Client Service A-Team survey, The BTI Consulting Group (Wellesley, Massachusetts)



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CORE OF THE MATTER

Industry Leader Realizes Lifelong Vision with Launch of MERA

By John Chalifoux

Before I accepted the job to lead the newly formed Motor & Equipment Remanufacturers Association beginning in January of this year, I was already aware of the passion that my chairman, Michael Cardone, Jr., has for the remanufacturing industry.

In 2010, a group of us – supplier and association executives – from the Motor & Equipment Manufacturers Association (MEMA) met on several occasions to study the merits of forming a new trade group to represent the interests of motor vehicle component remanufacturers. MEMA already had market segment associations to represent the needs of automotive aftermarket suppliers via the Automotive Aftermarket Suppliers Association (AASA), heavy duty suppliers via the Heavy Duty Manufacturers Association (HDMA) and OE light duty suppliers via the Original Equipment Suppliers Association (OESA). However, throughout the discussions, Michael was one of the loudest voices saying that remanufacturers needed to have a dedicated association given their unique needs as compared to manufacturers. Not only did Michael agree, but he heard many others express this point of view during his tenure on the MEMA board of directors since 1996, and while serving as MEMA chairman from 2004-2006.



John Chalifoux
MERA

It is hard for anyone to argue against an industry icon. Ever since Michael and his father, the late Michael Cardone, Sr., founded CARDONE Industries, Inc. in 1970, the Cardone name has been synonymous with remanufacturing. Their quest for excellence led CARDONE Industries to become the largest privately-owned automotive remanufacturer in the world. In 1994, Michael Sr. passed away. That year, he was inducted into the Automotive Hall of Fame with, among others, Carl Benz, Lee Iacocca, Fred Jones and Eiji Toyoda.

Michael Jr. has also been recognized for his contributions, not only to the remanufacturing industry but to the automotive industry in general. Among the many honors and awards, Michael received the Automotive Hall of Fame Young Leadership and Excellence award in 1982 and the Remanufacturer of the Year award – in 1974 and 1987 – from the Automotive Service Industries Association. There are many others.

Fast forward to April 2011. Michael is the chairman and CEO of CARDONE Industries and the first chairman of MERA. Since late December 2010, Michael and I visited Dr. Nabil Nasr and his team at the Rochester Institute of Technology, we attended the Strategic Council on Remanufacturing in Washington, D.C. hosted by RIT and Caterpillar, and we conducted the inaugural meeting of the MERA board of directors. (See page 4 for a list of MERA board members.) Bob McKenna, president and CEO of MEMA since 2004, has been on the tour too and can also be counted as one of the staunch supporters of MERA. Bob developed his real appreciation for the remanufacturing industry while at Genuine Parts Company, serving as president of the Automotive Parts Group and chairman of NAPA.

Several weeks have now past since Michael and I first started working closely together. Over that short period of time, he has proven to be a great teacher and mentor. Michael has helped me to see the bright future that is in store for the remanufacturing industry. Armed with this optimism, Michael continues to work tirelessly to see the successful launch of a new and relevant trade association for remanufacturers. And he won't rest until MERA is recognized in the industry – and in Washington – as *the* voice for the motor vehicle component remanufacturing industry. It is my job to make that happen and to see Michael realize his lifelong vision.

I would be remiss if I did not welcome you to the first issue of *The Remanufacturer*. If you are reading this and your company is not yet a member of MERA, I welcome the opportunity to meet with you. Whether your company is a remanufacturer, a supplier to remanufacturers or one of the many key service providers in the industry, I believe you will find *value* in our value proposition. Now is the perfect time to advance your company and the industry by joining the companies and the people that make up the "MERA network." If you are already on board, I very much look forward to serving you.

Feel free to contact me with your comments or suggestions on this or any topic. You may reach me at 248.952.6401 ext. 233 or jchalifoux@mera.org.

MEMBERS

NERA Board of Directors

Chairman:

Michael Cardone, Jr.
Chairman and CEO
CARDONE Industries, Inc.

Vice Chairmen:

Jack Vollbrecht
Senior Vice President,
Business Development
Remy Power Products

Doug Wolma

General Manager,
Remanufacturing – CVA
Meritor, Inc.

President and COO:

John Chalifoux
NERA

Directors:

David Coolidge
Executive Vice President,
Americas,
Global Automotive Aftermarket
Division
Robert Bosch, LLC

Selwyn Joffe

Chairman, President and CEO
Motorcar Parts of America

Stephen Mance

Vice President and General
Manager, Charging Business
Bendix Commercial Vehicle
Systems

Robert E. McKenna

President and CEO
MEMA

H. David Overbeeke

President
Affinia Group, LLC

Mark Shasteen

Vice President,
Global Services and
Engineering
Delphi Automotive LLP

NERA Welcomes New Members

ATK North America

1102 West North Carrier Pkwy.
Grand Prairie, TX 75050
Phone: 800-421-3746

[Http://www.atkvege.com](http://www.atkvege.com)

Member Rep.: Peter Butterfield, President

Alt. Member Rep.: Scott Miller, Vice President, Product Development

Remanufacturer
Member

ATK is the largest private label Crate Engine Remanufacturer in North America. Partnered with its sister company, VEGE de Mexico, ATK VEGE has a history of remanufacturing that dates back to 1936. With its highly skilled team of builders and corporate executives, ATK provides a level of quality and customer service that is unmatched in the industry.

BBB Industries, LLC

5640 Commerce Blvd, East
Mobile, AL 36527
Phone: 251-438-2737

[Http://www.bbbind.com](http://www.bbbind.com)

Member Rep.: John B. Smart III "Trey", Executive V.P., Sales

Alt. Member Rep.: Bruce Bigler, Executive V.P., Marketing & Category Mgt.

Remanufacturer
Member

BBB Industries is a privately held, world class manufacturer and distributor to the North American vehicle aftermarket. BBB's unique platform provides non-discretionary and application-specific aftermarket replacement parts, primarily remanufactured starters, alternators, and power steering products.

BPS-Reman, Inc.

2251 Sylvan Rd.
East Point, GA 30344
Phone: 404-559-8571

[Http://www.bpsparts.com](http://www.bpsparts.com)

Member Rep.: Jerry Boles, President

Alt. Member Rep: Mike Reece, Reman Manager

Remanufacturer
Member

BPS-Reman manufactures and remanufactures armature, rotor and stator components for the electrical rebuilders. These electrical components are built by experts, with much of the same equipment that is used by OE manufacturers.

Flight Systems Electronics Group

505 Fishing Creek Rd.
Lewisberry, PA 17339
Phone: 717-932-7000

[Http://www.fseg.net](http://www.fseg.net)

Member Rep.: Mark DiGiampietro, President

Alt. Member Rep.: Ralph Rulli, Vice President

Remanufacturer
Member

FSEG is a green technology company promoting the use of remanufactured electronics in the transportation, personal mobility, and commercial electronics markets. For over 40 years, FSEG has been an innovator and leader in decreasing energy demands and reducing the carbon footprint for electronic control modules.

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MEMBERS

NERA Welcomes New Members

Continued from page 4

Four Seasons, Div. of Standard Motor Products, Inc. Remanufacturer
1801 Waters Ridge Drive Member
Lewisville, TX 75057
Phone: 972-316-8100
[Http://www.4s.com](http://www.4s.com)
Member Rep.: Mike Carney, General Manager
Alt. Member Rep.: Dale Burks, Vice President and General Manager

Four Seasons, a division of Standard Motor Products, Inc., manufactures and distributes a comprehensive line of replacement mobile climate control products. Four Seasons is the largest aftermarket mobile climate control parts supplier in the industry and the largest compressor remanufacturer in the world.

Precision Parts and Remanufacturing Co. Remanufacturer
4411 S.W. 19th St. Member
Oklahoma City, OK 73108
Phone: 405-681-2592
[Http://www.pprok.com](http://www.pprok.com)
Member Rep.: Dan Brooks, Vice President and Managing Director

For 30 years, the purpose of Precision Parts & Remanufacturing has been to provide its customers with the best quality products available, in the timeliest manner possible, and at the best value. PPR offers a complete line of alternators and starters for domestic, Asian and European vehicles.

TransAxle LLC Remanufacturer
2501 Route 73 South Member
Cinnaminson, NJ 08077
Phone: 856-665-4445
[Http://www.transaxle.com](http://www.transaxle.com)
Member Rep.: David Olsen, President
Alt. Member Rep.: Mike Delmonico, Director, Operations

TransAxle is the largest East Coast provider of remanufactured drive train components to the commercial fleet and industrial markets. Their core business is the remanufacturing of transmissions, differentials and all things hydraulic.

Undercar Express Remanufacturer
18451 Euclid Ave. Member
Cleveland, OH 44112
Phone: 216-531-7004
[Http://www.ucx.com](http://www.ucx.com)
Member Rep.: Paul Schuck, Managing Director
Alt. Member Rep: Rob Wright, Managing Director

Undercar Express is a full line disc brake caliper remanufacturer serving the automotive aftermarket. With a plant in Cleveland, OH, UCX supplies customers in the United States, Canada and Latin America. UCX's unmatched quality is a result of its attention to detail.

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NERA Value Proposition

NERA – which began operations in January 2011 – was formed to meet the unique needs of remanufacturers as compared to manufacturers of similar products.

JOIN NERA TODAY:

- Influence legislative and regulatory decisions
- Network with peers and make better business decisions
- Save money and time through member discounts

Contact jchalifoux@mera.org or view the complete NERA value proposition at www.mera.org.

NERA Membership Application

1. Does your company remanufacture motor vehicle components?
2. Does your company supply cores to – or manufacture new parts for – remanufacturers?
3. Does your company provide professional services to others in the remanufacturing industry?
4. Do you work at a media company, university or other trade group that interacts with the remanufacturing industry?

If you answered 'YES' to any of these questions, your company may be eligible for NERA membership!

Contact jchalifoux@mera.org or view the complete NERA membership application at www.mera.org.

MEMBERS

MEMA Affiliates

MERA is affiliated with the following trade associations:



Motor & Equipment Manufacturers Association



Automotive Aftermarket Suppliers Association



Heavy Duty Manufacturers Association



Original Equipment Suppliers Association

MERA Welcomes New Members

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WABCO Reman Solutions

2770 Research Dr.
Rochester Hills, MI 48309
Phone: 248-270-9211 [Http://www.wabco-auto.com](http://www.wabco-auto.com)
Member Rep.: Joseph Kripli, Global Business Enterprise Leader
Alt. Member Rep: Jon Kipper, Sales Director, North America

Remanufacturer
Member

WABCO Reman is a global player with a proven track record of innovation in mechatronic and electronic products manufacture that can match the remanufacturing ambitions of commercial vehicle and automotive OEMs and their Tier 1 electronic component suppliers.

BPS-Cores, Inc.

1122 Milledge St.
East Point, GA 30344
Phone: 404-559-8571 [Http://www.bpsparts.com](http://www.bpsparts.com)
Member Rep.: Jerry Boles, President
Alt. Member Rep.: Beth Dickson, Sales Manager

Supplier
Member

Boles Parts Supply is structured into four specialized and flexible operating units: electrical cores, electrical components, engines and transmissions and general small parts. These units can quickly react to the changing needs of customers and changes in the industry.

Federal-Mogul Corporation

26555 Northwestern Hwy.
Southfield, MI 48033
Phone: 248-354-7700 [Http://www.federalmogul.com](http://www.federalmogul.com)
Member Rep.: Bob Egan, V.P., Customer Relations
Alt. Member Rep.: Ed Szubielski, V.P., Commercial Markets

Supplier
Member

Federal-Mogul is an innovative and diversified \$6.2 billion global supplier of quality products, trusted brands and creative solutions to manufacturers and remanufacturers of automotive, light commercial, heavy-duty and off-highway vehicles.

Clark Hill PLC

500 Woodward Ave.
Detroit, MI 48226
Phone: 313-965-8319 [Http://www.clarkhill.com](http://www.clarkhill.com)
Member Rep.: Don Lee, Chief Marketing Officer
Alt. Member Rep: Linda Watson, Member

Affiliate
Member

Clark Hill is a full-service law firm that offers an unmatched depth of integrated resources, talented attorneys and other professionals who can anticipate and respond to ever-changing business needs and challenges.

Foley & Lardner LLP

500 Woodward Ave.
Detroit, MI 48226
Phone: 313-234-7100 [Http://www.foley.com](http://www.foley.com)
Member Rep.: Tom Spillane, Co-chair, Auto Team
Alt. Member Rep: Mark Aiello, Co-chair, Auto Team

Affiliate
Member

Foley is a highly regarded, national law firm providing client-focused, industry-specific services that result in high-value legal counsel for clients. Their practice areas encompass the full range of corporate legal services.

TOP STORIES & EVENTS

MERA Members Convene in Washington, Deliver Important Message to Congress

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John Chalifoux, president and COO, MERA, stated, "Through our meetings on Capitol Hill, elected officials are more aware of the value that remanufacturing delivers to the environment and our economy. Remanufacturing creates good jobs, and consumers of remanufactured parts receive exceptional quality for a fraction of the price of equivalent new products." Chalifoux added, "Our association will continue to heighten this awareness and stands ready to advocate for greater federal and state legislative support for our members."

The congressional visits were important for the newly-formed MERA, which began operations in January 2011 as an affiliate association of MEMA. In addition to MERA, attendees included members of MEMA's other affiliate associations: Automotive Aftermarket Suppliers Association (AASA), Heavy Duty Manufacturers Association (HDMA) and Original Equipment Suppliers Association (OESA). In total, participants visited more than 130 Congressional offices covering 27 states

"Our members met one-on-one with members of Congress and their staffs to discuss issues of specific importance to the supplier community," said Bob McKenna, president and CEO of MEMA. "These issues included advocating 'technology neutral' energy policies; greater use of remanufactured parts in the federal fleet; explaining the benefits of a national safety inspections program; and relaying the supplier industry's position on 'Card Check' and other employee benefits legislation," McKenna explained.

The Legislative Summit also featured a stellar lineup of speakers who shared insight on the need for the supplier industry to step up and take a larger role in the policy making process at the national and state levels. Tenneco Chairman and CEO Gregg Sherrill encouraged suppliers to "be a part of the dialogue" on fiscal policy, market access and regulation, as well as on energy and environmental issues. Keynote speaker Andrew Card, Jr., former White House chief of staff and auto industry veteran, urged suppliers to help fill the knowledge gap on Capitol Hill by working to educate elected officials.

Meritor Hosts Inaugural MERA Board Meeting in Troy, Mich.

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The board approved five membership classes: remanufacturer, supplier, divisional, affiliate and associate. Members also agreed that MERA – with assistance from the MEMA Washington, D.C. office – will closely monitor and influence federal and state legislation that supports job creation and tax incentives for the remanufacturing industry. Other issues to be pursued include promoting the greater use of remanufactured products in the federal and state fleets, and positioning MERA to lead the industry in the definition of remanufacturing terms.

Prior to the start of the meeting, the group was welcomed by Chip McClure, chairman, CEO and president, and Joe Mejaly, president, aftermarket and trailer division, Meritor, Inc. The next MERA board meeting will be held in Washington, D.C. on April 27, 2011.



MERA board members, shown left to right, **David Overbeeke, John Chalifoux, Bob McKenna, Michael Cardone, Jr., Mark Shasteen, David Coolidge, Doug Wolma, Jack Vollbrecht** and **Selwyn Joffe** at the inaugural board meeting. **Steve Mance** was absent. OESA founding President and CEO **Neil De Koker**, right, was a guest speaker.

COUNCILS & COMMITTEES

MERA Announces Plan to Form Sales & Marketing Council

As of the close of March 2011, MERA membership hit 20 companies. With the achievement of this initial milestone, MERA leadership will initiate steps to form the first MERA peer group council: the MERA Sales & Marketing Council. Membership in the council will be open to the top executive at each MERA remanufacturer member company responsible for sales & marketing. The council will be facilitated by John Chalifoux, president and COO, MERA and MERA affiliate member Foley & Lardner will serve as antitrust counsel for the council.

A planning committee will begin to explore the formation of the council in April. If you fit the bill and are interested in participating on the council, the planning committee or both, contact John Chalifoux at 248.952.6401 ext. 233 or jchalifoux@mera.org.

Peer group councils are considered to be a key element of the MERA value proposition and are intended to provide forums for members to address issues of common interest and share best practices. Additional councils in other functional areas are planned for the future. Stay tuned for details.

MEMA Government Affairs and Regulatory Affairs Committees Welcome MERA Members

MERA membership has many benefits. One is the ability for each MERA member company to participate in one or both of the committees managed and facilitated by the MEMA Washington, D.C. office: the MEMA Government Affairs Committee and the MEMA Regulatory Affairs Committee.

Both committees are made up of motor vehicle parts suppliers – large and small – that serve every major segment of the industry. Committee membership is open to members of AASA, HDMA, MERA and OESA.

Government Affairs Committee (GAC)

MEMA's Government Affairs Committee determines the key legislative priorities of MEMA on the state and federal level. Participation in the GAC is one of the best ways to stay on top of issues affecting the supplier community and learn about government relations events in which suppliers can participate. The GAC meets quarterly, twice in the Detroit area and twice in Washington, D.C. Much of the GAC's work is conducted remotely, so if a member cannot attend a meeting in person, there is the ability to dial in by phone. For more information or to join the GAC, contact Ann McCulloch at 202.312.9242 or amcculloch@mema.org.

Next Meeting: Thursday, April 7, 2011
11 a.m. – 3 p.m.
MEMA Washington Office
Washington, D.C.

Regulatory Affairs Committee (RAC)

MEMA's Regulatory Affairs Committee serves as a key coordinator of regulatory priorities and as a body to assist, guide and develop consensus positions on regulatory issues impacting the motor vehicle parts supplier industry. On key regulatory issues, when necessary, MEMA establishes ad hoc working groups to develop industry consensus comments. The RAC meets two times each year, once in the Detroit area and once in Washington, D.C. Much of the RAC's work is conducted remotely, so if a member cannot attend a meeting in person, there is the ability to dial in by phone. For more information or to join the RAC, contact Leigh Merino at 202.312.9249 or lmerino@mema.org.

Next Meeting: Week of May 23, 2011
(visit MEMA.org for details)
MEMA Washington Office
Washington, D.C.

WASHINGTON UPDATE

Remanufacturers Well-Positioned to Engage Washington

By Ann McCulloch, MEMA

In the coming months, the tone of the debate in Washington will get more political as budget battles continue and the 2012 election begins to heat up. However, despite the rhetoric, lawmakers from both parties understand that they ignore the key concern of average Americans, which is job growth, at their peril. Remanufacturers are especially well-positioned as robust job-creators to weigh in as lawmakers look for ways to continue to promote economic growth, while addressing the budget deficit. The following represent issues that will dominate this year's legislative agenda.



Budget Issues

Since politicians are less than eager to take on the daunting challenges of cutting Social Security or other entitlement spending, the budget debate will focus on the 12.5% of federal spending not related to those programs or defense. Unfortunately, this segment of the budget contains all of the research, technical assistance and grant programs available to help manufacturers and remanufacturers. Members of MERA are encouraged to contact the MEMA DC office about any of these programs that may have been helpful so MEMA can weigh in as Congress debates the 2012 budget.

Tax Reform

Now that the United States has the unfortunate distinction of the highest corporate tax rate in the world, members of both parties in Congress and the Obama Administration have agreed on the need for tax reform. As the House Ways & Means and Senate Finance Committees begin taking on the issue, it will once again be important to weigh in. President Obama and fellow Democrats have pledged to offset any rate reduction by phasing out other existing tax credits. MEMA and MERA will follow the debate closely to ensure this does not adversely impact remanufacturers.

Energy

Increasing oil, gas and raw material prices will once again bring the energy debate to the forefront. The Republican-controlled House will attempt to curb new Environmental Protection Agency (EPA) limits on greenhouse gases (GHGs) and other regulations widely criticized by the business community as impediments to job creation. Democrats will continue to argue that a combination of limits, along with tax credits and grants to spur innovation, will create an advanced clean energy economy. MEMA will engage lawmakers of both parties to promote targeted and effective incentives and regulatory reform.

Opportunities to Remain Engaged

The 112th Congress (2011-2012) will face extraordinary challenges. Members of MERA should not miss the many opportunities to get involved. For more information, visit the [Take Action!](#) and [MEMAPAC](#) sections of the MEMA website or contact Ann McCulloch, MEMA's director of external affairs, at 202.312.9242 or amcculloch@mema.org.

LATEST NEWS

MEMA Members Participate in Relaunch of Remanufacturing Industries Council

On March 31, 2011, the Remanufacturing Industries Council (RIC) met at Rochester Institute of Technology (RIT), Rochester, NY. Dr. Nabil Nasr, director, Golisano Institute for Sustainability & Center for Remanufacturing & Resource Recovery, RIT, is leading the relaunch of the council originally formed in 1999 with senior executives from remanufacturing companies across multiple industries.

Representatives from MEMA member companies who participated in this meeting and a previous session in Washington, D.C. in January 2011 related to the council include: Peter Butterfield, president, ATK North America; Michael Cardone, Jr., chairman and CEO, CARDONE Industries, Inc.; Mark Shasteen, vice president, global services and engineering, Delphi Automotive LLP; Mark DiGiampietro, president, Flight Systems Electronics Group; Doug Wolma, general manager, remanufacturing-CVA, Meritor, Inc.; Jack Vollbrecht, senior vice president, business development, Remy Power Products; and Joe Kripli, global business enterprise leader, WABCO Reman Solutions.

MEMA and the RIC are planning a 2011 Remanufacturing Legislative Summit. For more information, see the *Save the Date* announcement below or contact John Chalifoux at 248.952.6401 ext. 233 or jchalifoux@mera.org.

SAVE THE DATE!

2011 Remanufacturing Legislative Summit
Washington, D.C.

September 20-21, 2011

Hosted by MEMA and the Remanufacturing Industries Council

Find details at www.mera.org

MEMA and Industry Calendar

April 7, 2011

MEMA Government Affairs Committee (GAC) Meeting*
Washington, D.C.

Week of May 23, 2011

MEMA Regulatory Affairs Committee (RAC) Meeting*
Washington, D.C.

June 8, 2011

MEMA Government Affairs Committee (GAC) Meeting*
Michigan Location TBA

June 19-21, 2011

ReMaTec2011
Amsterdam, The Netherlands

July 13-15, 2011

PAACE Automechanika
Mexico City, Mexico

Sept. 14, 2011

MEMA Government Affairs Committee (GAC) Meeting*
Washington, D.C.

Sept. 20-21, 2011

2011 Remanufacturing Legislative Summit
Washington, D.C. Location TBA

Nov. 1-3, 2011

AAPEX
Las Vegas, Nevada

*: Open to council/committee members and invited guests only