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Adaptability

U.S. Founding Father Benjamin Franklin is credited with many iconic quotes, including: “A penny saved is a penny earned.” “Well done is better than well said.” And one that seems particularly applicable as we move through continuing phases of a global pandemic, “In this world, nothing can be said to be certain, except death and taxes.”

With so much of our normalcy pushed to the side, being adaptable is a genuine strategic advantage for individuals and corporations alike. Over the past year, our Soave Enterprises team has displayed a true gift for managing the shifting ground beneath our feet and even finding paths to thrive amid uncertainty. I am impressed by our people, across all the Soave-related companies, who have handled these challenges with grace, grit, and ingenuity.

I’ve heard that adaptability is comprised of equal parts flexibility and versatility and I proudly note that our team demonstrates both sides of the equation. Over the years, we have both cultivated an adaptable mindset and rewarded innovative, fresh thinking. The addition of H&H Metals and Metro Waste to our portfolio in the midst of the pandemic comes to mind as an example. Additionally, the Soave Auto team established a world-class luxury experience for individuals desiring to purchase pre-owned automobile sales.

When presented with immense change over the past year, our leadership has offered up diverse solutions and plans to continue to push forward. We have developed safety protocols to keep our employees protected.

Soave Enterprises is well-positioned for a strong 2021 and for that we are grateful. I am reminded of yet another Ben Franklin quote: “Energy and persistence conquer all things.”

Timeline Compressed by Covid Pandemic

FPT Installs New Recycling System for Nissan

Installation of the much anticipated, aluminum separation and briquetting system installed to process the scrap for the closed-loop recycling system at Nissan North America’s Smyrna, Tennessee Stamping facility was scheduled to begin in March 2020. Equipment was loaded on ships several weeks prior to traverse the globe and allow plenty of time for a “go live” date of November 1. The team at Ferrous Processing and Trading Company (FPT) had a well-designed strategic plan to meet this customer expectation.

Then the COVID-19 quarantine shuttered the plant.

Exercising caution, Nissan executives didn’t allow most employees and contractors to return to the plant until July 2020. Additionally, European travel restrictions prevented the overseas experts who designed and built the system from flying into the United States to complete the installation as originally planned. But the delivery date remained the same for the completion.

“Though a Herculean effort, the Ferrous team rolled up their sleeves and got it done,” noted FPT’s Executive Vice President Bill Sulak. “Even with the timeline cut in half, our people still completed the project on-time and under budget.”



The new aluminum separation and briquetting system is the first of its kind in North America, helps reduce CO2 emissions, and promotes the use of recycled materials versus newly mined resources. It’s considered revolutionary because the former closed-loop program was limited to a single grade of aluminum and in a format that was useable by fewer consumers. With the 2.0 system, shredded scrap material is automatically separated, briquetted, and palletized. The separation ensures that the company can return high-quality scrap to its suppliers, who convert the scrap into aluminum alloy sheets and redeliver them to Nissan to produce new parts.

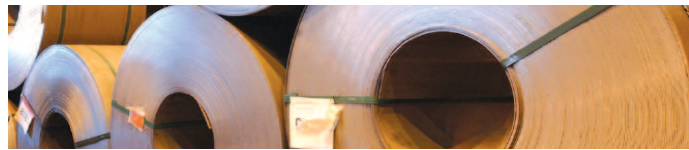
“Each manufacturer has different chemical and physical specifications for their aluminum product. The ingredients must be correct, as consumers have zero tolerance for cross contamination. Separation of the scrap grades is key to reprocessing,” explained Sulak, “The new process, with its automated briquetting and palletizing system, improves Nissan’s program efficiency significantly. Overall processing time is about 75% faster than other systems in place. Plus, with the new format, the scrap is more efficient to transport,” detailed Sulak. “Previously, we were only able to ship the offal, or byproduct, locally. Now we can send it farther - and more furnaces can accept the scrap in briquetted format.”

As impressive as the new process is, the real story is the will and dedication of the FPT team who completed the project against backdrop of unprecedented, historic challenges.

“My faith in the team was absolute. I never doubted their ability to get it done,” Sulak declared. “Kudos go to Dennis Garlough and Don Lyons who both lived onsite, and worked around the clock, until the project was completed. Rachel Gualtieri managed the whole project with dexterity and Tony Benacquisto was the seasoned exec who tied all the pieces together.”

With an eye to how this knowledge can be applied in the future, Sulak hints at exciting projects in the works. “More to come!” he declares.





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WAY TO GO!

Special achievements deserve special recognition. Hats off to the following!

• **Aristocrat Motors** said thank you and goodbye to three associates who together represented over 109 years of experience and service to Soave Automotive Group. At a memorable socially distanced dinner, the trio was celebrated with great stories, mixed with a generous dose of laughter and a few tears.



Mark Doescher, Parts Director for the Auto Group - 43 years
Linda Bunch, Warranty Manager Aristocrat Motors - 37 years
David Chase, Land Rover Jaguar Shop Foreman - 29 years

"We wish them health, safe travels and joy as they switch to relaxation mode," noted **Marion Battaglia**, President Soave Auto Group.

• **Porsche Kansas City** was named by Porsche Cars North America as a Porsche Premier Silver Dealer. This annual award is given to the top fifty dealers in the United States market. This is the second consecutive year the dealership has achieved Premier status and speaks to the overall performance in all areas of the dealership: sales, service and parts, and facility.

• The **Brambleton** community and its builders won big at the Northern Virginia Building Industry Association's recent GALA (Great American Living Awards) show. This awards ceremony recognizes the "Best of the Best" in the building industry for residential design, sales, and marketing achievements, and Brambleton is proud to have won in the following categories: Best Social Media; Innovative Land Planning; Design & Architecture and Best Website.

• **Kalea Bay** was the recipient of two national awards sponsored by the National Sales & Marketing Council of the National Association of Homebuilders (NAHB). According to the NAHB, "The Nationals" is the largest and most prestigious awards competition which celebrates North America's best new home sales and marketing and recognizes outstanding achievement in 12 different categories.

Selected from over 900 entries, Kalea Bay was awarded one Gold Award for Best Print Campaign and one Silver Award in the category, Best Print Ad, both of which were designed by Naples-based B-Squared Advertising.

"This campaign used dramatic images to showcase the amazing lifestyle available at Kalea Bay," commented **Inga Lodge**, V.P. of Sales and Marketing for the Soave Real Estate development. "Whether an aerial perspective showcasing our views and rooftop amenities, or the ground-level imagery focused on and around our clubhouse, the campaign perfectly told the story of Kalea Bay."

In late 2020, Kalea Bay also won two Grand Aurora Awards from the Florida Homebuilders Association for its print campaign and television commercial.

The Auto Group Continues to Ride for Charity

2021 will mark the 8th year the Soave Automotive Group has been called to "mount up" and ride. Kevin Killilea, CFO/COO of the Auto Group, has gathered a team each year to don Team Soave jerseys and ride in the Sunflowers to Roses Bike Tour.

Members of Team Soave will once again lead the participants in the August 1st family cycling event to raise money for Cancer Action. The Kansas City-based non-profit offers an array of programs and services addressing the physical, social, emotional, and financial needs of persons with cancer, their family and friends.

Each member of the team solicits donations for their efforts, either by the mile or for participating. When an employee or friend of the dealership signs up,



they receive a specially designed jersey. This year's design focus will be Maserati.

"Every year the Auto Group has been involved, we have been the top fundraising team," noted Killilea. "We wish the team safe cycling and success in their fund raising once again."

If you're interested in donating, please mail a check to:
Sunflowers to Roses
c/o Kevin Killilea, Soave Automotive Group
9400 W. 65th Street, Merriam, KS 66203



Third Tower at Kalea Bay Approaches Sell-Out

Kalea Bay, Soave Real Estate's luxury residential high-rise community in Naples, Florida, reports that its third tower has surpassed the 90% sold mark.

"The last five-and-a-half months have been phenomenal for sales," said Inga Lodge, V.P. of Sales and Marketing for the development. "And as we approach summer, it appears there is no slowing down. Buyers are truly enthralled with the community - its residents, its amenities, its location, its lifestyle. Kalea Bay is simply a great place to live."

Tower 300, like its two predecessors, will feature 120 luxury residences. Rooftop amenities largely mirror those in Tower 100 and 200, and include an infinity-edge pool, open-air fitness center and a sky lounge.

"And the views of the Gulf of Mexico from the rooftop are incredible," Lodge stated.

Due to be completed in October 2022, the residences are currently priced from \$1.7 million. Six floor plans available feature open concept design, luxury features, and range from 3,722 to 3,922 square feet.

Westward Expansion for FPT

Ferrous Processing and Trading Company (FPT) has grown again with the December 2020 acquisitions of both H & H Metals and Metro Waste. The combination of the two new firms provides FPT with a significant presence on Detroit's west side.

Based in Inkster, Michigan, H & H Metals originated its business as a small junk shop in 1978. The entrepreneurial founder purchased property on both

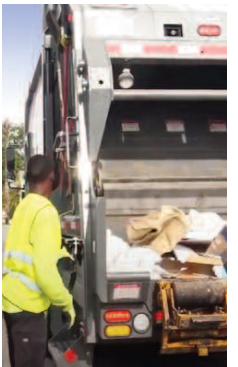


sides of the shop and expanded to six buildings sitting on 15 acres. The company grew to 75 employees and operated more than 20 trucks. Prior to its purchase by FPT, H & H Metals processed over 5,000 tons of steel and 1.5 million pounds of non-ferrous each month.

With more than 20 years behind them, Metro Waste is a full-service trash hauling company, running seven trucks daily hauling rubbish. Now with two companies, customers are given full service of their waste streams.

"We've lowered the freight costs from industrial accounts on metro Detroit's west side," noted Steve Kaplan, General Manager, FPT Inkster and General Manager, Metro Waste Services. "The strategic additions to our portfolio also provide FPT with a significant increase in our peddler customer base."

"We're extending a warm welcome to the former Metro Waste and H&H employees who have joined the FPT team," said Tyler Grech, FPT Commercial Group.





The Quarantine Life at Brambleton

“Home Sweet Home” has never meant more than over the past year. With so much time spent inside our houses over the past year, attention has been focused on what that home life looks like and where it takes place. Brambleton, Soave Enterprises’ master planned community in Loudoun County, Virginia, has benefitted from this detailed attention.



“2020 home sales surpassed 2019’s pre-COVID-19 levels,” noted Kim Adams, Brambleton’s Director of Marketing. “As we move deeper into 2021, our builders continue to have waiting lists. The demand is unlike any I’ve ever seen.”

“People are looking to move into new homes with communities rich in amenities such as walking trails, shopping, and schools. As our professional life has been shifting to work at home, we see the importance of two offices and quiet places for online learning for children.”

Not only are new families eager to move into the community, Brambleton Town Center has a host of new tenants:

- [AhSo Cellars](#) – This wine & cheese cellar is an offshoot and expansion of a favorite neighborhood restaurant.
- [Best Brains](#) – Learning center for children that offer parents additional support especially during the recent remote learning environment.
- [Great Clips](#) – A franchise of the national hair styling chain is coming soon.



- [Galaria Dermatology & Plastic Surgery](#) – A local specialist relocating and branching into her own space. The expanded practice includes reconstructive surgery as well as aesthetic and cosmetic dermatology.
- [Little Smiles' Dentistry](#) – Pediatric dentistry for Brambleton’s smallest smiles.
- [Himalayan Wild Yak](#) – Nepalese cuisine is arriving soon at Brambleton’s Town Center.
- [Gas stations](#) – Two convenient options, Filling Co. Gas & Grub and Shell gas and an Exxon Station.
- [Regal Theater](#) – After closing throughout the pandemic, Brambleton’s silver screens will reopen to play feature films in luxury and safety.
- [Rebel Taco](#) – Local owners are moving their concept from food truck to store front with an opening scheduled for later this year.

A “Strong” Community Partnership

All across America, neighbors look out for each other. That same Good Samaritan philosophy extends beyond individuals to groups, institutions and even companies. And it certainly reaches into the corporate mission of Ferrous Processing and Trading Company (FPT).

Just down the street from FPT’s Strong Steel Products shredding operation in Detroit, the Jerusalem Missionary Baptist Church has served its community for 60 years. To support the congregation’s efforts, the FPT Commercial group donates Thanksgiving turkeys and Easter baskets each year for those in need.

The Commercial Group, represented by Caleb Mellanby, Tyler Grech, Christopher Vasquez and Danny Wild, delivered holiday staples to the church pastor, Christian L. Thomas.

“This year was a bit different due to the COVID-19 pandemic, but more than ever with people in need, the guys masked up and delivered the goods to the church,” said Caleb Mellanby, Director of Ferrous Trading/Michigan. “Pastor Thomas was thrilled to see them and although the team was unable to see the reactions of the recipients, it was all about helping out during a difficult time.”



The same group also held a 2019 water drive in Flint, MI. In cooperation with Genesee Recycling/FPT Flint, the Commercial Group joined with Pastor Thomas to donate water to Divine Revelations Church in Flint. The church, led by Pastor Lequin Williams Sr., in turn, provided the safe drinking water to its members and the surrounding community.

New Center Stamping

Robotic Automation Upgrades 100+ Year Old Plant

After more than 100 years, the iconic building formerly known as Fisher Body Building #37 continues to produce body sides, auto stampings and assemblies to automakers. The property was originally built in 1919, only 11 years after the Ford Model T was developed at the nearby Ford Piquette Avenue Plant. Now operating as New Center Stamping (NCS), part of the Soave family since December 2019, the plant has evolved and upgraded to modern standards with robots, high tech inspection processes and enterprise resource planning scheduling systems.

“NCS has installed and utilizes 13 robots across the plant to assist operators and add repeatability to the processes,” said Tom Aepelbacher, NCS President. “The parts are extremely heavy with sharp edges created during stamping. This robotic automation creates a safe environment for employees doing the toughest tasks.”

Engineering Manager Alan Ran and Robotic Engineer Vincent De La Hamaide head up the automation efforts. “Alan creates solutions to the most difficult assembly and material handling issues,” continues Aepelbacher. “Stamping at NCS is challenging as we have 20 employees moving metal through five, 1000-ton presses. They recently created a robotic solution for our highest volume part utilizing only five employees. This is a safety, ergonomic and cost saving solution. We invite Soave team members to stop by for a tour and to meet our robots!”

Big 3 Contracts Return

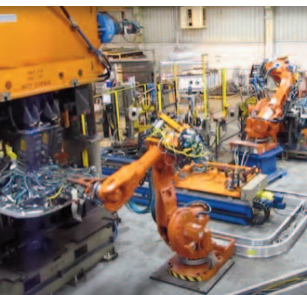
Reinforcement of the “customer first” philosophy, combined with increased team spirit, have boosted NCS’s transformation. Over the past year, NCS has improved customer scorecards so dramatically it was able to quote on new business opportunities with General Motors, Ford Motor Company and Mopar. Additionally, NCS successfully completed a rigorous audit process to gain the ability to quote on its first Volkswagen service program.

“New business did not come easy for NCS in the past few years,” acknowledged NCS President Tom Aepelbacher. “Customer perception was low and overall performance was weak. The NCS team pulled together and focused on customer delivery and quality.”

The payoff began in late 2020 when NCS was awarded a Ford contract to produce body parts for the Fusion, including stamping and assemblies for the doors, fenders, hoods, and trunk lids. Aepelbacher explained, “This was the first Big 3 contract award in years! Furthermore, in early 2021, Volkswagen notified us that we were awarded the body parts for the Passat, including assemblies for the doors, fenders, hood, roof, and trunk lid.”

General Motors followed suit by sending programs for their Equinox and Terrain programs to the Soave company. NCS will be stamping and assembling doors and fenders for the compact SUVs.

“Overall, we are thrilled with the operational turnaround that has taken place and proud to be in a position that our customers want to place their parts in our hands. NCS employees positioned us over the past year to win these awards,” continued Aepelbacher. “Our relationship with automakers is very strong with proof coming from these outstanding opportunities presented.”





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Bringing the Polish to Pre-Owned Cars

Soave Automotive Group’s pre-owned automobiles have gotten a stand-alone showroom and their moment to shine. In September 2020, the Automotive Group opened an all-new facility in Lee’s Summit, Missouri to serve the fast-growing Kansas City metro community.

As the Auto Group’s first stand-alone, pre-owned facility, Aristocrat Motors’ Lee’s Summit incorporates design elements of the group’s other new facilities. The dealership has display space for over 120 vehicles and features a two-car glass delivery area, plus car detailing facilities.



Situated right off a major highway, the new building reflects the quality of its luxury offerings, and the luxury automotive buying experience associated with the name Aristocrat Motors.

General Manager David Hughes and Assistant Manager David Fiser lead their team with a wealth of experience and local market knowledge.

“Our team of automotive experts are up-to-date with the latest models and features on all the cars we have available. Our job is to help our clients find the perfect used luxury car for their needs,” commented Hughes.

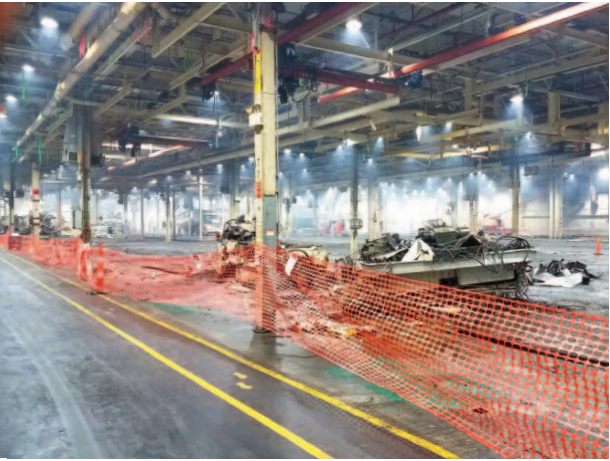
Shoppers are invited to view cars in person at the dealership or have the vehicle of choice delivered directly to customers’ doorsteps. Learn more and view the inventory at www.aristocratmotorsls.com/.

Transformation at the Dearborn Engine Plant

When Ford Motor Company determined the time was right to changeover the production capabilities at its Dearborn Engine Plant, Ferrous Process and Trading Company (FPT) was the only choice to implement the large-scale project. Based upon the company’s previous performance with the overhaul of the Ford Dearborn Truck Plant, Chicago Assembly Plant, and its Kansas City Plant, FPT was awarded the scrap removal contract for the historic facility.

“Dearborn Engine was transformed once again to keep pace with technological updates. The plant underwent a retooling of almost 10% of capacity,” noted Kevin Hopps, Senior Account Executive at Ferrous, explaining the enormity of the operation.

Originally opened in 1941 and formerly known as The Rouge, Dearborn Engine had 250,000 square feet of equipment on its plant floor removed and



updated. The massive round-the-clock project was planned and executed by the FPT Commercial Group, including Hopps, Tony Coraci, Scott Geyer and Chris Vasquez.

Over a two-week timeline from March 1 - 15, 2021, the FPT team oversaw the removal of 4,000 tons of scrap. For perspective, that’s equivalent to 1,000 African elephants, the anchors of 10 cruise ships, or 80 Stonehenge rocks!

The dedicated group worked in two 10-hour shifts, Monday through Friday. To observe COVID-19 safety precautions, all team members underwent a thermal scan each day and wore a mask at all times. With the addition of these measures, the scrap removal process was remarkably “normal.”

The transformed facility will now build a new 2.5 L MPC engine which will be used in small trucks and SUV’s. This more fuel-efficient engine replaces the 2.0L SDI engine which was used in the Ford Ecosport and Transconnect vehicles.

“All metal was segregated onsite and then removed to our processing facilities,” explained Hopps. “The recycled steel was sent to the mill at Cleveland Cliffs, which marks full circle from its origin. The steel was remelted and will once again be used in new automotive assembly.”

Employee Spotlight:

Ed Fairrow



Each evening before going to bed for the night, Ed Fairrow does a check of his property, locks up and sets the alarm. As Facilities Manager for Soave Enterprises, he does this not only for his own home, but also for Soave Enterprises’ Detroit headquarters.

“These days I’m able to take care of most of these security details remotely,” explains Fairrow. “My favorite tool is my smartphone.”

From his computer and cell phone, Fairrow also serves as a virtual receptionist, opening gates, visually surveilling the property, and monitoring the heating and cooling systems. These online tools, however, don’t curtail him from being onsite each and every workday to ensure smooth operations for the Soave team.

“Since COVID social distancing measures were implemented, fewer people are working inside the building and it changes daily,” notes Fairrow. “It does take less time to clean offices since many of them are unoccupied. We now have an in-house crew to manage this essential function.”

A trusted member of the team for decades, Fairrow joined the organization in 1989 when its core business was City Management Corporation (City). His original role at City was as part of its maintenance group, which he now oversees.

Promoted to Facilities Manager in 2010, the Detroit native oversees all building operations, manages contractors, and maintains the physical building. In summary, he is the first responder when something goes wrong.

“My days consist of coordinating with Detroit building inspections, working with the Water Department, DTE, Detroit Elevator, managing the Soave fleet of vehicles, overseeing the gate control, alarm system, pest control, and of course, keeping the mail room moving,” Fairrow detailed.

Additionally, the talented multi-tasker applies his skills to managing a handful of open lots owned by Soave Enterprises and its next-door property at City Sports Center.

“I feel like I’m part of the family,” said Fairrow. “I’ve gotten to know Mr. Soave pretty well and his door has always been open to me. This August, I’ll be ‘normal’ retirement age, but I have no plans to go anywhere.”

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