









ROCKINGER Quicke

WELCOME TO THE 2025 JOST SUPPLIER CONFERENCE





2025 JOST SUPPLIER CONFERENCE INTRODUCTION VIDEO – GREENEVILLE, TENNESSEE





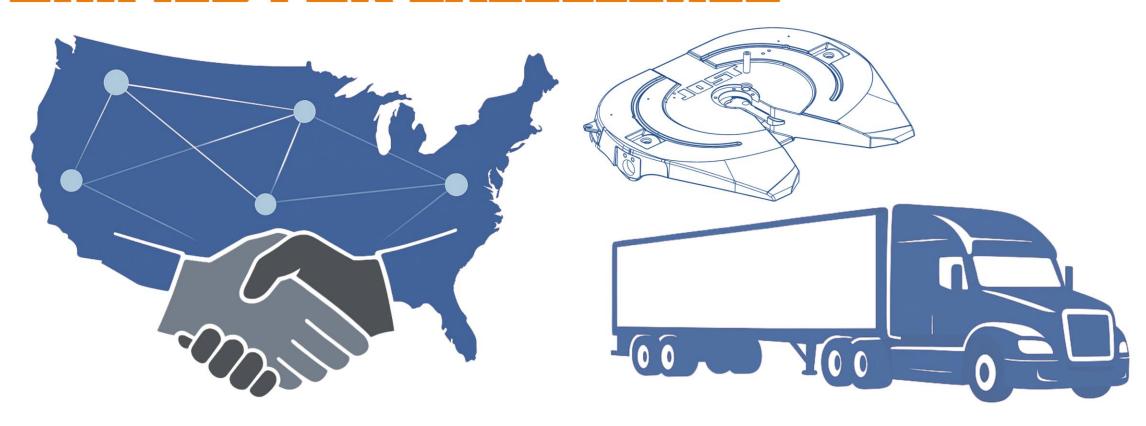


- Nancy Johnson
- Purchasing Manager
- 3 Years @ JOST
- ISM Certified Purchasing Manager.
- 26 Years in the Automotive Industry prior to starting at JOST.

OPENING REMARKS FOR THE SUPPLIER CONFERENCE



UNIFIED FOR EXCELLENCE



TODAY AT A GLANCE - AGENDA

- 8:00 a.m. REGISTRATION w/LIGHT BREAKFAST
- 8:30 a.m. OPENING REMARKS FOR THE SUPPLIER CONFERENCE NANCY JOHNSON, PURCHASING MANAGER
- 8:40 a.m. OPENING REMARKS JOST INTERNATIONAL DAVID PRITCHARD, JOST INTERNATIONAL PRESIDENT & CEO AMERICAS
- 9:00 a.m. SUPPLIER QUALITY EXPECTATIONS RANDY SMITH, VICE PRESIDENT OF QUALITY
- 9:20 a.m. ZERO DEFECT CULTURE LAUREN BIRDSELL, QUALITY MANAGER
- 9:35 a.m. ENVIRONMENT SAFETY GOVERNANCE (ESG) IN THE SUPPLY CHAIN EDDIE BIBLE, SUPPLIER QUALITY MANAGER
- 9:50 a.m. BREAK
- 10:00 a.m. PURCHASING STRATEGY NANCY JOHNSON, PURCHASING MANAGER, NORLENE MATHES, BUYER, & JOSH WILSON, BUYER
- 10:30 a.m. PRODUCT INNOVATION & FUTURE TECHNOLOGY JEREMIAH HAWK, LEAD ENGINEER
- 11:20 a.m. PROGRAM MANAGEMENT PAUL BARR, VICE PRESIDENT OF ENGINEERING
- 11:30 a.m. LUNCH (BE AT OR ON BUS AT 12:25 P.M. ENROUTE TO THE JOST GREENEVILLE FACILITY)
- 12:30 p.m. LEAVE FOR PLANT TOUR VIA JOST PROVIDED TRANSPORT (PREMIER TRANSPORTATION)
- 12:45 p.m. JOST PLANT TOUR (SAFETY BRIEF BY DARRELL DIETZ AT PLANT; HAND OUT PPE; SEPARATE INTO GROUP A OR GROUP B)
- 1:45 p.m. DEPART THE JOST GREENEVILLE FACILITY FOR THE GENERAL MORGAN INN
- 2:00 p.m. RETURN TO THE GENERAL MORGAN INN
- 2:15 p.m. MATROID ARTIFICIAL INTELLIGENCE (AI) PRESENTATION ADAM BENNETT, DIRECTOR OF SALES FOR MATROID
- 2:45 p.m. JOST PANEL DISCUSSION (MODERATOR NANCY W/DAVID, JEREMIAH, AND RANDY)
- 3:15 p.m. SUPPLIER AWARD CEREMONY NANCY JOHNSON, PURCHASING MANAGER
- 3:45 p.m. NETWORKING, WRAP-UP, & CLOSING REMARKS NANCY JOHNSON, PURCHASING MANAGER







- **❖ DAVID PRITCHARD**
- ❖ JOST INTERNATIONAL

 PRESIDENT AND CEO

 AMERICAS REGION
- **❖** 11 MONTHS @ JOST
- 28+ years in the commercial vehicle industry, including leadership roles at Meritor and Tenneco.
- Background in engineering, operations, and global supply chain management.
- Passionate about building strong supplier partnerships to drive growth and innovation.

OPENING REMARKS - JOST INTERNATIONAL

KEY TAKEAWAYS

- **COLLABORATE**
- **COMMITMENT TO QUALITY**
- *****ALIGN
- ***LASTING PARTNERSHIP**
- ***INNOVATION**
- ***** DRIVE PROGRESS



WHAT WE STAND FOR

JOST BRAND EXPERIENCE



The JOST Brand Experience is a combination of our strong brands and our customer focus, strengthening customers' trust in JOST.



SAFETY-RELATED COMPONENTS AND SYSTEMS FOR TRANSPORT & AGRICULTURE

HIGH QUALITY & RELIABILITY

HIGH SPARE PARTS AVAILABILITY

CUSTOMER CONFIDENCE IN JOST'S STRONG BRANDS

JUST ROCKINGER TRIDEC Quicke HYVA

WE PUT OUR CUSTOMERS FIRST

WE FOCUS ON SOLUTIONS

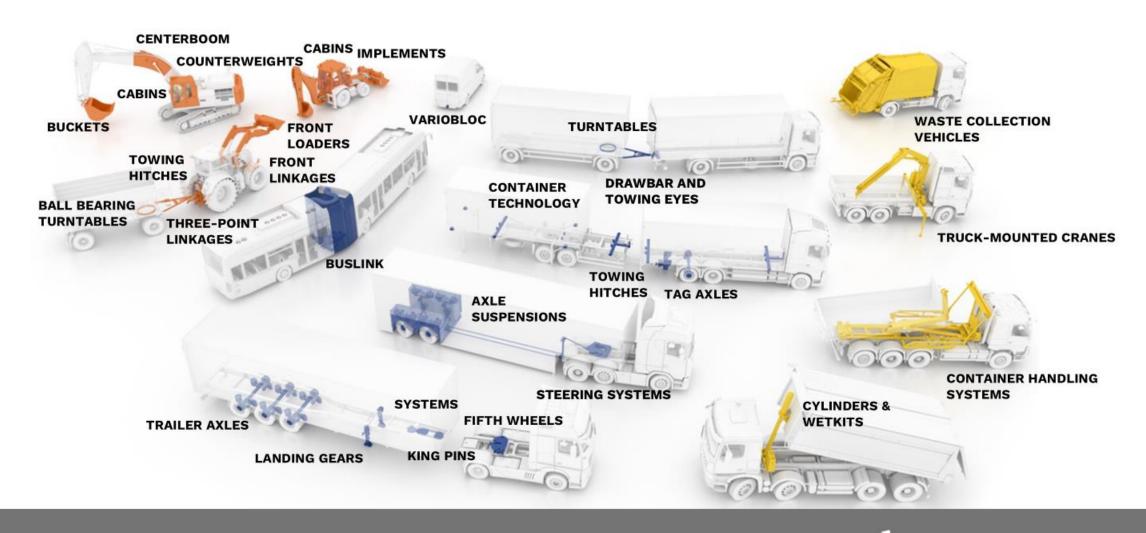
WE CREATE LONG-TERM VALUE



WHAT WE OFFER

JOST PRODUCTS & BRANDS





Truck Market Outlook - ACT Research - June 2025



- 2025 Class 8 forecast cut 14% to 247,600 units; Tractors down 12%, Vocational down 19%.
- 2026 outlook slashed 21% to 254,100 units ACT "throws in the towel" on long-term expectations.
- Order activity weak; backlogs down ~38K units YoY → signals slower build rates and reduced visibility.
- \bullet **OEMs raising prices (steel tariffs +50%)** \rightarrow higher equipment costs reduce new truck demand.
- Carrier profitability at recessionary levels fleets deferring truck purchases, focusing only on essentials.
- Used truck sales up YoY → shifting demand from new builds to aftermarket parts and refurbishment.
- Freight market soft; overcapacity and falling spot rates erode carriers' investment appetite.
- Policy-driven volatility (tariffs, GHG3, tax rules) undermines production planning and R&D confidence.



Expect shorter lead times, smaller orders, and erratic production cycles – agility is critical.



JOST Transport Strategic Plan





- 50% improved TRIR
- 3% (Spend) net Material
 DPO 26 Savings
- 1% (Sales) CI Savings
- >2% Sales Growth p.a.

- Achieve 11 turns
- DSO 40
- 99% On Time Delivery
- TN PPM <10

STRATEGIC INITIATIVES: NORTH AMERICA



- 1. Upgrade Business Operating System
 - Develop CI Program
 - · Management Reviews to drive KPIs
- 2. Execute Digitization Roadmap
 - · Automate 70% quality check w/ AI
- 3. Invest in High Performing Operating Processes
 - Evaluate make vs buy & footprint opportunities



Harvesting Sustainable Growth

- 4. Leverage CRM Data to Grow Business
 - Implement CRM (inside & outside Sales)
 - Develop formal scorecard reviews
 - Implement new SIOP drive delivery and inventory performance
- 5. Develop Cross-Functional Product **Development Innovation Team**
 - Implement new PLP process & PMO
- 6. Optimize Cost & Price Processes to maximize customer value



Elevating People Performance

- 7. Invest and Optimize High Performing Teams
 - Deploy Performance Management Process
- 8. Increase Employee Engagement
 - Haves revitalization plan
 - Enhance communication
- 9. Integrate Hyva

Unified for Excellence with Jost...





Zero-Defect Quality



Innovation & Engineering Collaboration



Reliable On-Time Delivery



ESG & Compliance Standards



Cost Competitiveness



Transparency & Communication

GOALS & OBJECTIVES OF THE FIRST-EVER SUPPLIER CONFERENCE



WHY WE'RE HERE TODAY

- Align on quality and purchasing expectations.
- Share company updates and strategic direction.
- Strengthen supplier relationships and communication.
- Celebrate top-performing partners with supplier awards.
- Foster collaboration for future growth.





- Randy Smith
- Vice President of Quality
- 24 Years @ JOST
- > IATF, VDA, ISO 14001 Lead Auditor.
- With Jost since first Jost facility became TS 16949 certified.
- Facilitated third-party certification for three other Jost North America locations.

SUPPLIER QUALITY EXPECTATIONS

KEY TAKEAWAYS

- **COLLABORATE**
- **COMMITMENT TO QUALITY**
- *****ALIGN
- ***LASTING PARTNERSHIP**
- ***INNOVATION**
- ***** DRIVE PROGRESS



WHAT IS COLLABORATION?



Webster defines collaboration as, "to work jointly with others or together especially in an intellectual endeavor."

"Great things in business are never done by one person. They're done by a team of people."

Steve Jobs, Apple.

"Coming together is a beginning; keeping together is progress; working together is success."

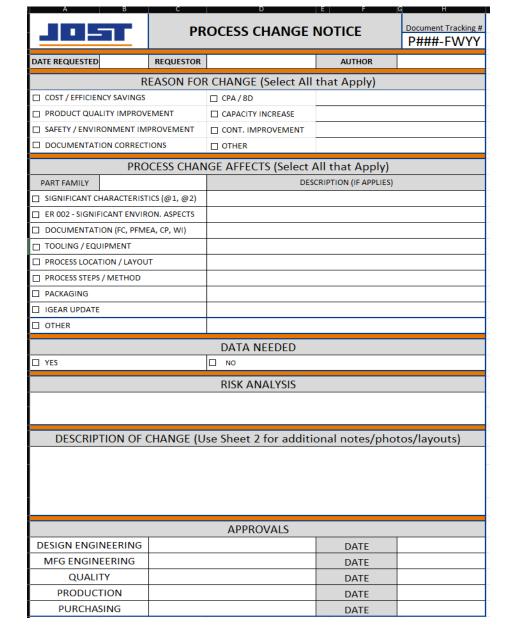
Edward Everett Hale, author and historian.

LACK OF COLLABORATION'S IMPACT ON CUSTOMER SATISFACTION



Over the last three years at Jost International:

- **25% of OEM complaints are root caused in Tier-2 provided parts....and...**
- 56% of warranty issues stem from Tier-2 provided parts.
- **Common finding among the root cause analysis for warranty and JOST customer complaints stem from the change management process.**
 - We found suppliers are not collaborating with Jost prior to changes being made. Jost asks for 90 days notice prior to a product, process, or location change (temporary or otherwise) to include those of their sub-tier suppliers.
 - Due to the lack of notice, cross functional risk assessments, such as the PFMEA updates to PPAPs, are not happening until the issue has had its impact on Jost.





QR 399 Process Change Notice

Reason for Change

- COST/EFFICIENCY SAVINGS
- PRODUCT QUALITY IMPROVEMENT
- SAFETY/ENVIRONMENT IMPROVEMENT
- DOCUMENTATION CORRECTIONS
- CPA/8D
- CAPACITY INCREASE
- CONTINUOUS IMPROVEMENT
- ➢ OTHER

Process Change Affects

- ➤ SIGNIFICANT CHARACTERISITCS (@1, @2)
- ER-002 SIGNIFICANT ENVIRON. ASPECTS
- DOCUMENTATION (FC, PFMEA, CP, WI)
- TOOLING/EQUIPMENT
- PROCESS LOCATION/LAYOUT
- PROCESS STEPS/METHOD
- PACKAGING
- ➢ OTHER

Risk Analysis

- Description of the Change
- Then Review/Approval by Jost departments

ONE MORE COLLABORATION QUOTE



"Of all the topics to collaborate on, the one that binds business partners together the most is RISK."

Randy Smith, Jost International

Fun Fact:

9 of the 10 clauses in ISO 9001:2015 ask for risk assessments.

The core risk-based thinking topics are in:

- Leadership Commitment and Customer Focus.
- Operational Planning and Control.
- Management Review.
- Continuous Improvement.
- AIAG PFMEA is a Structured Methodology to Identify and Mitigate Risks.

HOW DOES JOST COLLABORATE ON RISK?



JOST Supplier Quality Manual on Risks

- 2.0 Supplier Approval Process
- 6.1.2 Special Characteristics/Safety
- 6.1.4 CQI Audits
- **❖** 6.1.5 Jost PPAP
- 6.4 Supplier Sub-tier PPAP
- 9.3 Traceability
- 9.4 Equipment Maintenance
- 11.0 Product and Process Change Request
- 12.0 Risk Assessment and Contingency Plans
- 14.0 Record Retention





Rev. K Jan 2025



2.0 Jost Supplier Approval Process - Suppliers are approved to provide parts and services to Jost upon successful completion of the supplier approval process. Supplier approval process involves:

- Self-Assessment Audit (QSR-053)
- Jost Confidentiality Agreement (QSR-062)
- Conflict Material Inquiry (ER-092)
- Agreement to Comply with this SQM Manual (QR-345)
- Approved Part Submission Warrant (QR-309)
- Agreement to Comply with Jost Environmental Policy (ER-004)
- Supplier QMS Assessment (QR-344) for supplier's not IATF certified.

The supplier approval process is made on a facility-by-facility basis and is non-transferable. Each supplier location is required to submit for approval. Approval remains in effect until withdrawn by Jost for the following possible causes (but not limited to):

- Facility Closure
- New Ownership
- No Purchasing Activity for Over One Year
- ➤ Loss of 3rd Party Quality Certification
- Poor Performance
- Increase in Perceived Risk



QR-344 Supplier Quality Management System (QMS) Assessment

The main purpose is to assist our suppliers in understanding Jost's requirements and to allow us to collaborate in a supplier's obtainment of IATF certification.

This document reviews:

- Jost's Supplier Approval Documents.
- Supplier's use of ISO, IATF, and AIAG Manuals.
- Supplier's use of appropriate CQI Assessment Manuals.
- Supplier's Team Member Skill Set Review.
- Supplier's AIAG Core Tool Competency Assessment.
- Supplier's Quality Management System Assessment to ISO/IATF Standard (implementation and effectiveness).



6.1.2 Special Characteristics/Safety

- Special characteristics, such as @1 (safety critical) and @2 (main performance) may be designated on Jost drawings.
- These characteristics indicate government, safety, environmental regulations, or product function is affected.
- The appropriate symbol must be included on all related documents (including control plans, FMEAs, work instructions, process control documents) for the operations which produce special characteristics.
 - The critical product and process characteristics, SPC data is to be annually submitted to JOST along with the PPAP review.
 - Suppliers of components with safety characteristics (@1) need to submit a Self-Assessment Safety Audit (QR 382) every three years along with the risk assessment in section 12.



6.1.4 Continuous Quality Improvement (CQI) Audits

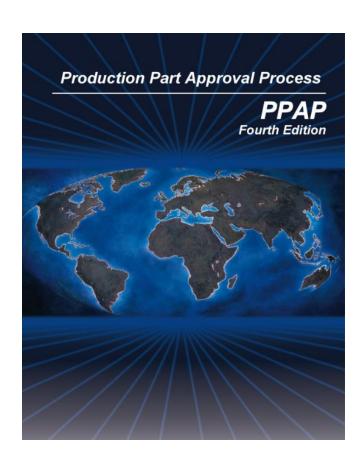
Suppliers with internal or outsourced "special processes", as identified by the Automotive Industry Action Group (AIAG), are required to conform to relevant AIAG Special Process documents:

Heat Treat, Plating, Coating, Welding, Soldering, Molding, and Casting System Assessments

In addition, all suppliers, who provide special process products, must comply with the following requirements:

- The special process operation(s)/characteristic(s) must be included on the supplier PFMEA and Control Plan.
- ❖ Jost must perform on-site level 5 PPAP evaluations for all suppliers providing special process products.
- Annual audits are mandatory for all suppliers of heat treatment (CQI-9), and casting (CQI-27) operations.





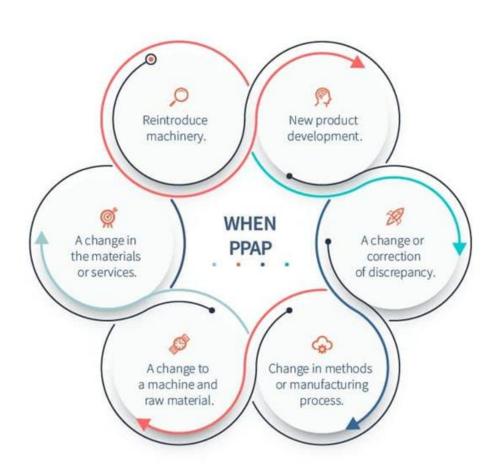
6.1.5 Submission Requirements for PPAP – Risk Related Documents

- Process Flow Diagram, to include rework
- Process FMEA, to include rework
- Control Plan, to include rework
- Measurement System Analysis
- Process Capability Studies (Cpks)
- Continuous Quality Improvement (CQI) Audits
- Risk Assessment and Contingency Plans



6.4 PPAP Sub-Tier Management

- All products are to be manufactured by the supplier and not sub-contracted, unless authorized in writing by Jost.
- Suppliers are to flow down requirements to their sub-tier suppliers (see Customer Specific Requirements).
- Suppliers shall have a method for performing risk assessments of their sub-tier suppliers.
- Contingency plans must be developed should a predictable supply chain delay occur.







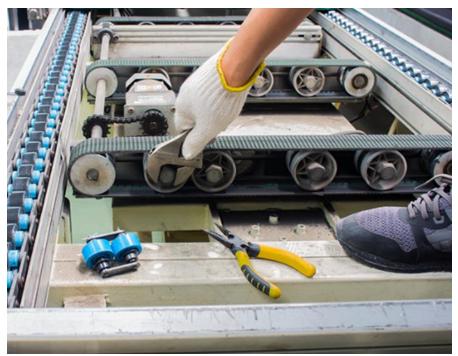
9.3 Traceability

- Suppliers must identify Jost product by suitable means through the manufacturing process and in all inventory locations.
- The status of the product must be identified to mitigate the risk of suspect, nonconforming, or unapproved product being used or shipped to Jost.
- Suppliers are to FIFO (First-In, First-Out) material to ensure the production parts are shipped in a timely manner to the current revision and free of storage issue (such as rust).
- Processes that produce a critical feature must maintain batch records with dates for: job set-up verification, manufacturing process stability (defect records), and equipment maintenance.



9.4 Equipment Maintenance

- The supplier's production process shall be planned, maintained, and monitored to ensure process capability is understood and controlled.
- Production equipment must be maintained in a way that minimizes unplanned downtime, process variation, and potential disruption of parts to Jost.
- The supplier's maintenance system must ensure that:
 - ➤ Risk assessment and contingency plans for key equipment is documented.
 - > Spare parts are readily available for critical manufacturing equipment.
 - Predictive maintenance methods are utilized.
 - > Jost owned tooling and equipment is identified, maintained, and preserved.





12.0 Risk Assessment and Contingency Planning

- The supplier is to annually perform risk assessments for potential supply chain disruptions and key manufacturing equipment failures. For identified risks, the supplier is to make a contingency plan to follow should the identified risk happen. This requirement is to be flowed down to sub-tier suppliers.
- ❖ JOST requires contingency plans to be submitted at the time of PPAP, and at the date of your third-party quality management system certification renewal to purchasing@jostinternational.com.
- ❖ JOST will accept contingency plans on the supplier's form. Should the supplier desire a template, JOST can provide a template for Risk Assessment (QSR-275) and Contingency Planning (QSR-276).

Collaboration on CUSTOMER SPECIFIC REQUIREMENTS



JOST customers have additional requirements that pertain to Tier-2 suppliers:

- Compliance with Customs-Trade Partnership Against Terrorism (C-TPAT) (Daimler, PACCAR)
- **❖** Zero-Defect Target Approach (Daimler, Volvo), 10 PPM (PACCAR)
- **❖ Full Part Traceability Down to Raw Material (Daimler, International, PACCAR, Volvo)**
- Traceability of Reworked Parts (PACCAR, Volvo)
- Product Safety Requirements/Safety Management Audit (Volvo)
- **❖ ISO 27001/TISAX Cybersecurity (Volvo, PACCAR)**
- Environmental Sustainability (Volvo)









CUSTOMER SPECIFIC REQUIREMENTS – PPAP CRITERIA



- Suppliers must provide PPAP and have compliance to AIAG standards (Daimler, International, PACCAR, Volvo)
 - Reference Jost SQM section 6.0 and AIAG PPAP Manual.
- Perform CQI audits for special processes (International, PACCAR, Volvo)
 - Reference AIAG CQI guideline for special processes: Heat Treat, Plating, Coating, Welding, Soldering, Molding, Casting, Brazing, Rubber.
- Risk assessments for potential supply chain disruptions and key manufacturing equipment failures. (Daimler, International, PACCAR, Volvo)
 - Submission of assessment and contingency plan required per JOST SQM section 12.
- Annual PPAP review (International, Volvo)
 - Per Jost SQM Section 6.1, PPAPs require annual review.









CUSTOMER SPECIFIC REQUIREMENTS - FMEA



- Supplier's are responsible to mininize all possible risks in their processes. (Daimler, PACCAR)
 - > FMEA per AIAG standard
 - Processes in the PFMEA need to include at a minimum:
 - Packaging
 - Handling
 - Process Setup
 - Manufacturing
 - Rework
 - Dispositioning of Defects
 - Return to Production after Maintenance
- Key characteristics are to be listed on the control plan and have a CpK better than 1.66. (Daimler, Volvo)
- Perform Pass Through Characteristics and Weak Detection Analysis (International)
 - Per AIAG CQI-19 and Jost SQM section 6.1.3.
 - > PTC = Severity >4 & Detection = 10
 - ➤ WD = Severity >4 & Detection = 6 9
 - Process PpK >/= 1.67 waives countermeasure for PTC/WD









CUSTOMER SPECIFIC REQUIREMENTS - QMS



Quality System Certification

- ❖ ISO 9001:2015 as a minimum (Daimler, Volvo)
- ❖ IATF 16949 (PACCAR) or VDA 6.3 (International)
- **VOLVO** requires all sub-tier supply partners are third party registered to ISO 9001:2015. Volvo Group strongly encourages supply partners to support IATF 16949 certification of their sub-tier supply partners.
- ❖ DAIMLER encourages suppliers to have sub-suppliers maintain a management system in accordance with ISO 9001:2015, as a minimum. DTNA reserves the right to directly assess a Tier-N that has a significant impact on the final quality of the product.
- PACCAR unless waived by PACCAR, Tier-1 and lower tier suppliers are required to be certified to IATF 16949/ISO 9001:2015. Upon request the supplier shall provide the percentage of their supply base being IATF vs. non-IATF certified. If a sub-tier is not IATF 16949:2016 certified, tier-1 suppliers are expected to establish a "fix or leave" strategy for their non-ISO-certified sub-tiers and establish reasonable timelines to achieve this goal.
- **❖** INTERNATIONAL suppliers are required to be registered to IATF 16949 or VDA 6.3 Quality Management System. AS 9100 quality system registration is an allowable alternative for suppliers supporting defense programs.









RECAP

J05T

- Risk management is a shared responsibility.
- Suppliers play a significant role in initiating collaboration.
- JOST has collaboration methods in our Supplier Quality Manual.
- The supply chain shares our Customer Specific Requirements.







- *** LAUREN BIRDSELL**
- QUALITY MANAGER
- ♦ 8 YEARS @ JOST
- PREVIOUSLY HELD A QUALITY ENGINEERING POSITION WITH A TIER 1 TOYOTA SUPPLIER FOR 5 YEARS.
- ➢ IATF INTERNAL AUDITOR, ASQ CQE.

ZERO DEFECT CULTURE

KEY TAKEAWAYS

- **♦** COLLABORATE
- **COMMITMENT TO QUALITY**
- *****ALIGN
- **\$LASTING PARTNERSHIP**
- ***INNOVATION**
- DRIVE PROGRESS



WHAT IS QUALITY?



- QUALITY IS MEETING CUSTOMER REQUIREMENTS AND IS FITNESS FOR PURPOSE OF USE.
 - Customer and END USER SATISFACTION and to NOT impact a company's bottom line.
- QUALITY IS CROSS-FUNCTIONAL ACROSS TEAMS, THE BUSINESS, AND SUPPLIERS.
 - Quality is everyone's responsibility.
- **QUALITY IS PROACTIVE, NOT REACTIVE.**
 - > We can achieve higher efficiency and reduce costs.
- **QUALITY IS OWNERSHIP BETWEEN EVERYONE INVOLVED IN THE PROCESS.**
 - > Because we must prevent defects and repairs.

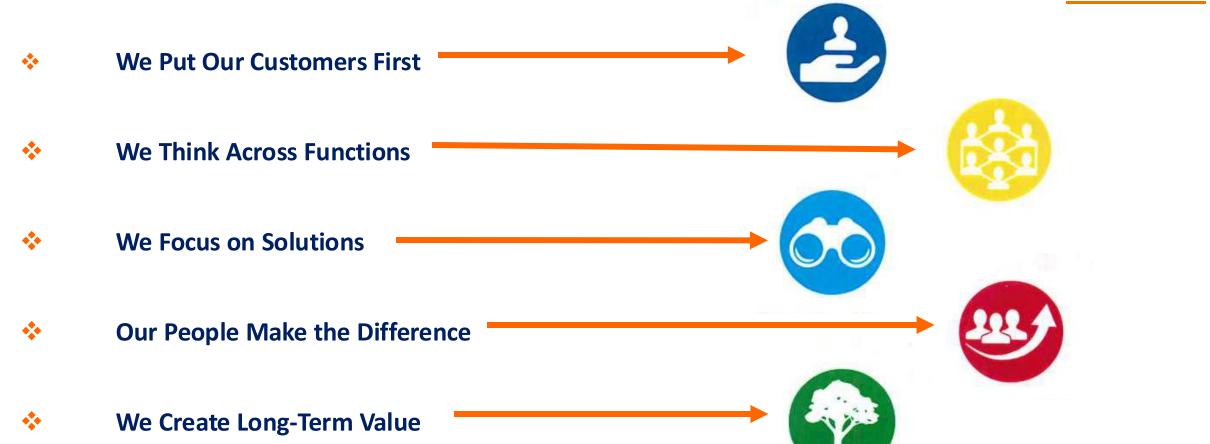
QUALITY FOCUS



- All Jost products and services will enhance the Company's reputation of providing unsurpassed customer satisfaction through superior quality and premium value.
 - ➤ Identifying and then exceeding customer expectations with innovative products and services that contribute to the customer's success.
 - Developing and maintaining a shared commitment by all employees to continuously improve performance and achieve zero defect processes, products, and services.
 - Developing highly skilled employees with industry-leading abilities that adhere to Jost Core Values
 - Coordinating all disciplines to focus on being the highest quality with the shortest lead time.
- Suppliers are an Essential Element for Jost's Success.
 - > JOST has a Goal of Maintaining Long-Term Relationships with Suppliers Through Purposeful and Efficient Collaboration.

JOST CORE VALUES





JOST'S COMMITMENT TO QUALITY IS ZERO DEFECTS

ZERO DEFECTS



Zero-Defect Target Approach Approach 10 PPM/99.999%. PACCAR



- Product Safety Requirements/Safety Management Audit.
- When it comes to Quality & Safety, ZERO defects must be the goal.

WHY 99% Is Not Good Enough

- 99% Quality at PACCAR/Year equates to 389 defects.
- 99% Quality at Volvo & Mack/Year equates to 152 defects.
- 99% Quality at Daimler/Year equates to 206 defects.
- 99% Quality at International/Year equates to 40 defects.
- 99% Supplier Quality to Jost equates to 787 defects.

WHY 99.9% Is Not Good Enough

- 99.9% Quality at PACCAR/Year equates to 1002 ppm.
- 99.9% Quality at Volvo & Mack/Year equates to 999 ppm.
- 99.9% Quality at **Daimler**/Year equates to 1020 ppm.
- 99.9% Quality at International/Year equates to 1001 ppm.
- 99.9% Supplier Quality to Jost equates to 1000 ppm.

WHAT IS ZERO DEFECTS?





It is a program that....

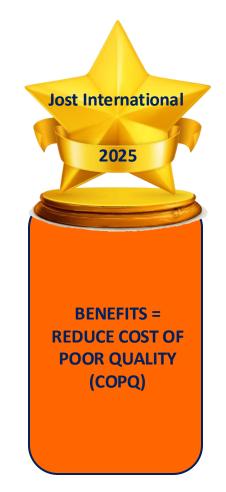
- Has Clear and Simple messaging that...
- **Enables** leaders and champions to support...
- **❖** Is **Aligned** with **Safety**...
- ❖ Is Based on 3 Key Principles and...
- ❖ Has Measurable and Transparent results which creates a Zero Defects Culture.

PART TO CUSTOMER SPECIFICATION

JOST EMPLOYEES'
ENGAGEMENT &
TRAINING

CHAMPIONS/ LEADERSHIP





3 NO DEFECT PRINCIPLES - FOUNDATION

ZERO DEFECTS – ELEMENTS OF NO DEFECTS



Thinking Elements

- **Business Needs**
- The Message and the 3 **Principles**
- The Process

Heart Elements

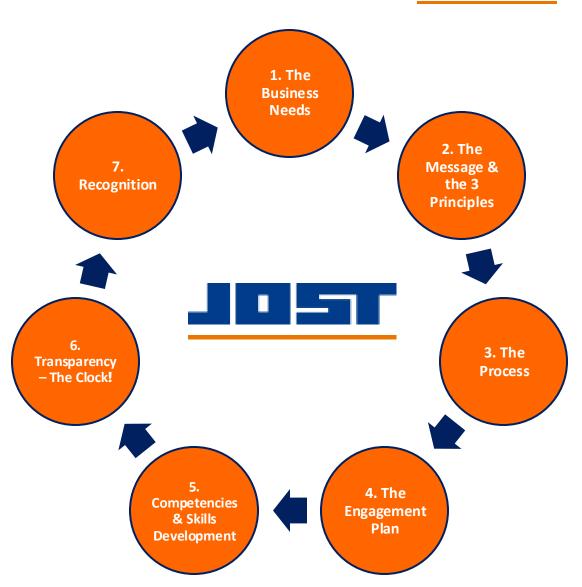
- The Engagement Plan
- Competencies and Skills Development

Do Elements

- Transparency The Clock!
- Recognition







NO DEFECTS – THE BUSINESS NEEDS



FROM TO

Defects cause loss in SAFETY, DELIVERY, and PROFIT (BOTTOM LINE)

 Eliminate loss from the Cost of Poor Quality (COPQ)







Impacts from **DEFECTS** is not visible due to lack of sharing

 Organizational values/culture with a NO DEFECTS goal and sees QUALITY = SAFETY



Perception - Quality is a

 Shifts the Mindset to "QUALITY EVERY DAY, EVERYBODY"



Resources are not relied on

 Quality Engineers are VALUED and REQUESTED for continuous improvement



Lack of capability of quality practices

 QUALITY BASICS are UNDERSTOOD by EVERYONE – OWNERSHIP AND TRANSPARENCY



NO DEFECTS COMMUNICATION



Establish Activities to Promote a Quality Culture





- **Establish a No Defects clock.**
- **Quality Topics at Leadership Meetings (Tier Meetings, Management Review....).**
- **❖** Implement a Recognition Program (End of Year Hourly Bonus Program, Monthly Quality Employee of the Month).
- Incorporate Quality into Onboarding/Training (Team Member Orientation w/Review Critical Characterisitcs of Components).
- Establish Metrics that Drive the Quality Culture (Internal PPM, Scorecards,....).

NO DEFECTS – COMPETENCY AND SKILL DEVELOPMENT FOR TEAM MEMBERS



- Quality Compentecy that Gains Respect (Strong Job Knowledge & Skills).
- * Continuously Increase Capability and Tools (Matroid AI, Keyence, ...).
- Establish Quality Compentency Framework (Skills Assessment & Proficiency Levels).
- * Training Modules to Close the Gaps (THORS Academy).
- ❖ Include Innovative Processes and Practices (Artificial Intelligence, Vision Systems, Automation).
- Don't Forget the Supply Chain (Supplier Support and Development)!

NO DEFECTS – TRANSPARENCY

- Transparency is a First Step to Continuous Improvement.
- Decide what you want to consistently track per group.



June 2025 June 2025						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24 Supplier Conference 2025	25	26	27	28
29	30					
						© BlankCalendarPages.com



One Quality! One Team!

Supporting each other across all regions!

"Be the grease to reduce friction in the whole organization!"

DIRK HANENBERG, Chief Operating Officer at JOST WERKE SE

NO DEFECTS – RECOGNITION PROGRAM





Presented to

Team Member

For Outstanding Effort and Commitment to Excellence

Awarded this 15 days of April. 2025, in recognition of your exceptional dedication, attention to detail, and unwavering pursuit of quality in every task. Your efforts have made a significant impact on the success of our team and organization.

Your consistent high standards and commitment to doing things right set a powerful example for others and are truly appreciated.

Thank you for going above and beyond.

Randy Smith

VP of Quality





- ***** EDDIE BIBLE
- SUPPLIER QUALITY MANAGER
- 3 YEARS @ JOST
- ISO 9001:2015, IATF, VDA 6.3 Lead Auditor.
- Over 20 years experience in Quality.

ENVIRONMENTAL SAFETY GOVERNANCE (ESG) IN THE SUPPLY CHAIN

KEY TAKEAWAYS

- **♦** COLLABORATE
- **COMMITMENT TO QUALITY**
- * ALIGN
- ***LASTING PARTNERSHIP**
- ***INNOVATION**
- **❖ DRIVE PROGRESS**



shared commitment to quality, innovation, and lasting partnership.

PRESENTATION OVERVIEW



Suppliers play a significant role in sustainability and complaince obligations.

- ***** Environmental Reporting
- Logistic Security
- Information Security

What is ESG (Environmental, Social, Governance)?



- **ESG** is a framework that helps <u>stakeholders</u> understand how an organization is managing risks and opportunities related to environmental, social, and governance criteria (sometimes called <u>ESG</u> factors).
- The term ESG is often used in the context by stakeholders.
 - Investment community/opportunity.
 - A company's customers, suppliers, and employees.
 - ➤ All of whom are increasingly interested in how sustainable an organization's operations are performing.

Dimensions of ESG

- Environmental refers to whether the organization is operating as a steward of the environment and covers environmental issues like climate change, greenhouse gas emissions (GHG), deforestation, biodiversity, carbon emissions, waste management and pollution.
- > Social refers to the impact the organization has on people, culture and communities and looks at the social impact of diversity, inclusivity, human rights and supply chains.
- ➤ Governance refers to how the organization is directed and looks at corporate governance factors like executive compensation, succession planning, board management practices and shareholder rights.

WHY ENVIRONMENTAL SAFETY GOVERNANCE MATTERS?



Enhances Reputation

- > Businesses that prioritize ESG gain trust from stakeholders, including customers, investors, and employees.
- > Transparent ESG practices showcase a commitment to ethical operations and sustainability.

Drives Financial Performance

- > Studies show that companies with strong ESG performance often achieve better financial results.
- Sustainable practices reduce costs, improve efficiency, and attract socially conscious investors.

Mitigates Risks

- Integrating ESG helps businesses identify and address risks related to environmental regulations, social issues, and governance failures.
- > This can reduce the likelihood of fines, lawsuits, or reputational damage.

Attracts Investment

- > Investors increasingly seek companies with robust ESG strategies.
- ESG-focused businesses are seen as more resilient and future-ready.

Supports Employee Retention

- > Employees want to work for organizations that align with their values.
- > ESG initiatives foster a sense of purpose and improve morale, leading to higher retention rates.

HOW TO IMPLEMENT ESG



Assess Current Practices

- Conduct a thorough evaluation of your environmental, social, and governance policies/practices.
- Identify areas for improvement.

Set Clear Goals

Define measurable ESG objectives, such as reducing emissions by a certain percentage or increasing diversity in leadership roles.

Engage Stakeholders

- Involve employees, customers, and investors in your ESG journey.
- Communicate your goals and progress transparently.

Integrate ESG into Operations

- Align ESG goals with your business strategy.
- Implement policies to promote sustainable resource use, ethical practices, and community engagement.

Monitor and Report Progress

- ➤ Use frameworks such as the Global Reporting Initiative (GRI) or the Sustainability Accounting Standards Board (SASB) to track ESG performance.
- Publish regular reports to maintain transparency.

ENVIRONMENTAL – JOST REQUIREMENTS



ISO 9001:2015

- ➤ 6.1 Actions to Address Risk and Opportunities
- > 7.1.3 Infrastructure
- > 7.1.4 Environmental for the Operation of Processes

JOST Supplier Quality Manual

- > 1.2 Environmental Conflict Material
- > 7 Restricted Materials
- ➤ 12 Risk Assessments and Contingency Planning
- ➤ 13 Environmental, Social, and Governance
- > 13.3 Environmental Sustainability
- ➤ 13.4 Green House Gases



JOST CORPORATE GOALS





At JOST, technology comes with a purpose. Reliability, sustainability and the seamless integration of our systems and components into the evolving needs of the transportation industry, agriculture and society are our top priorities.



WHAT GOALS DO WE WANT TO ACHIEVE AT JOST

- ❖ Reduce **CO**₂ **emissions** from Scope 1 and Scope 2 by 50% per production hour by 2030 and help customers become climate neutral.
- Involve customers in innovation processes at an early stage and address their needs in product developmen
- * Take responsibility for the supply chain and integrate a standardised process for evaluating suppliers.
- Minimise resource consumption in production and use resources consistently, efficiently and effectively.
- Create a corporate culture in which employees feel comfortable and can perform at their best.
- Continuously reduce the number of workplace accidents.

WHAT WE ACHIEVED IN 2023

- The share of renewable energy in total electricity consumption increased by 18.6% to 18.5 million kWh compared to the previous year (2022: 15.6 million kWh).
- We were able to reduce our CO, emissions (Scope 1 and Scope 2) per production hour by 19.0% compared to 2022 and by 46.0% compared to the base year 2020.
- * New solar systems or two production sites in Poland and Germany are already producing solar energy the construction of additional solar installations is in the planning stage.
- ❖ We reduced our **employee turnover ratio** by 3.8 percentage points year-on-year to 11.6%.
- ❖ The number of **new patent registrations** increased to 63 in 2023 (2022: 41), which is an indication of new product innovations.

SUSTAINABLE PRODUCTS

- ❖ Weight-optimised products such as aluminium landing gears, lightweight fifth wheels and the new HD-O hydraulic axle ensure lower emissions and higher transport capacities.
- TRIDEC steering systems reduce tyre wear and fuel consumption.
- The biodegradable high-performance lubricant ensures less contamination from grease.
- * Assistance systems such as KKS, Drawbar Finder and King Pin Finder provide additional occupational safety, comfort and health protection for users.
- * Quicke products such as Silocut, QE-command, Q-companion, Unigrip L+ and XL+ also contribute to sustainability.

















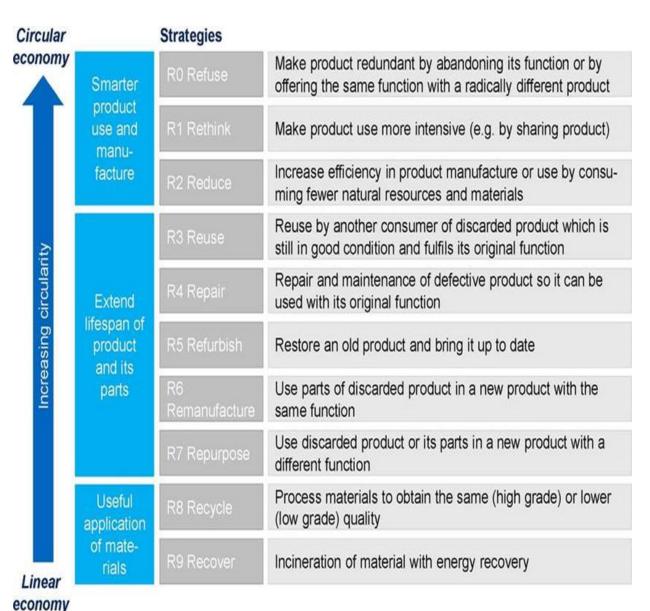
ENVIRONMENTAL – CUSTOMER SPECIFIC REQUIREMENTS



Environmental Sustainability (Volvo)

- Perform cradle-to-grave CO2 calculations.
- Cascade Volvo CO2 reduction targets and sustainablility requirments throught the supply chain.
- Work on increasing the use of recycled material content and economy business model through implementation of the 9R-Framework.

https://grow-circular.eu/knowledge-base/9r-framework/



Logistics Security - Overview



Entails Implemented Processes and Procedures Within Your Supply Chain That:

- Identify Risk
- Analyze Risk
- Mitigate Risk with external suppliers, vendors, transportation, and logistics

Challenges to Logistics Security

- Cargo Theft Land and Sea Transport
- Warehousing Port Side and Land Based (permanent or temporary)
- Smuggling Stowaways Counterfeit
- ➤ Natural Disasters Geopolitical Tension Other Global Events

Best Practices Post Risk Assessment

- Security Plan
- Tracking and Monitoring
- Incident Response Plan Contingency
- Audits
- Employee Training
- Cargo Screening



Logistics Security - Overview



Key Technology used in Logistics Security

- CCTV Closed-Circuit Television Warehouse Monitoring
- ➤ GPS Fleet Tracking Services
- RFID Radio Frequency Identification Tags Tracing Goods Movement
- Cybersecurity Protection of Files with Backup Contingency Planning
- Encryption Encoding Sensitive Data into Unreadable Formats

Risk Assessment is key

- Incorporate into Best Business Practices/Procedures
- Provide Training to Key Personnel
- ➤ Audit/Challenge for Continuous Improvement



CUSTOMS-TRADE PARTNERSHIP AGAINST TERRORIST – CUSTOMER SPECIFIC REQUIREMENTS



- ❖ What is C-TPAT? Customs-Trade PartnershipAgainst Terrorism (C-TPAT) is a U.S. Customs and Border Protection (CBP) voluntary trade partnership program in which CBP and members of the trade community work together to secure and facilitate the movement of legitimate international trade.
- ✦ How C-TPAT works when an entity joins CTPAT, an agreement is made to work with CBP to protect the supply chain, identify security gaps, and implement specific security measures and best practices. Applicants must address a broad range of security topics and present security profiles that list action plans to align security throughout the supply chain. CTPAT members are considered to be of low risk, and are therefore less likely to be examined at a U.S. port of entry.

Introductory Video:

- Scan QR code (top) with smartphone.
- Watch video by clicking CTPAT Introductory Video under CTPAT Highlights Section.



https://www.cbp.gov/newsroom/video-gallery/video-library/customs-trade-partnership-against-terrorism-ctpat

https://www.cbp.gov/border-security/ports-entry/cargo-security/CTPAT

INFORMATION SECURITY – CUSTOMER SPECIFIC REQUIREMENTS



- ISO 27001/TISAX Cybersecurity (Volvo, PACCAR).
- What is ISO 27001? ISO 27001 is an international standard for Information Security Management Systems (ISMS), providing a framework for organizations to manage and protect their information assets. It outlines the requirements for establishing, implementing, maintaining, and improving an ISMS to ensure the confidentiality, integrity, and availability of information.



https://www.youtube.com/watch?v=x792wXSeAhA

ISO 27001 – INFORMATION SECURITY



Section 6.1.3 Information Security Risk Treatment

The organization shall define and apply an information risk treatment process to:

- Select Appropriate Information
- **Determine Controls Necessary to Implement**
- Produce Statement of Applicability
 - Necessary Controls
 - Justification of Inclusion
 - Necessary Controls are Implemented
 - Justification of Exclusions
- Formulate an Information Security Plan
- Obtain Risk Owner's Approval
- Keep a Record of the Security Treatment Process





BREAK – 10 MINUTES

Fleet Open House 2025 - Greeneville TN









PURCHASING STRATEGY
NANCY JOHNSON, PURCHASING MANAGER

KEY TAKEAWAYS

- **COLLABORATE**
- **COMMITMENT TO QUALITY**
- *****ALIGN
- LASTING PARTNERSHIP
- ***INNOVATION**
- ***** DRIVE PROGRESS



PURCHASING EXPECTATIONS & SUPPLIER COLLABORATION



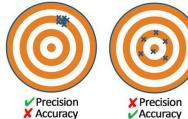
Ensuring Success Through

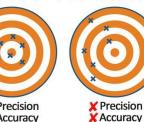
Communication



Precision and Accuracy

PRECISION VS ACCURACY







Cost Efficiency







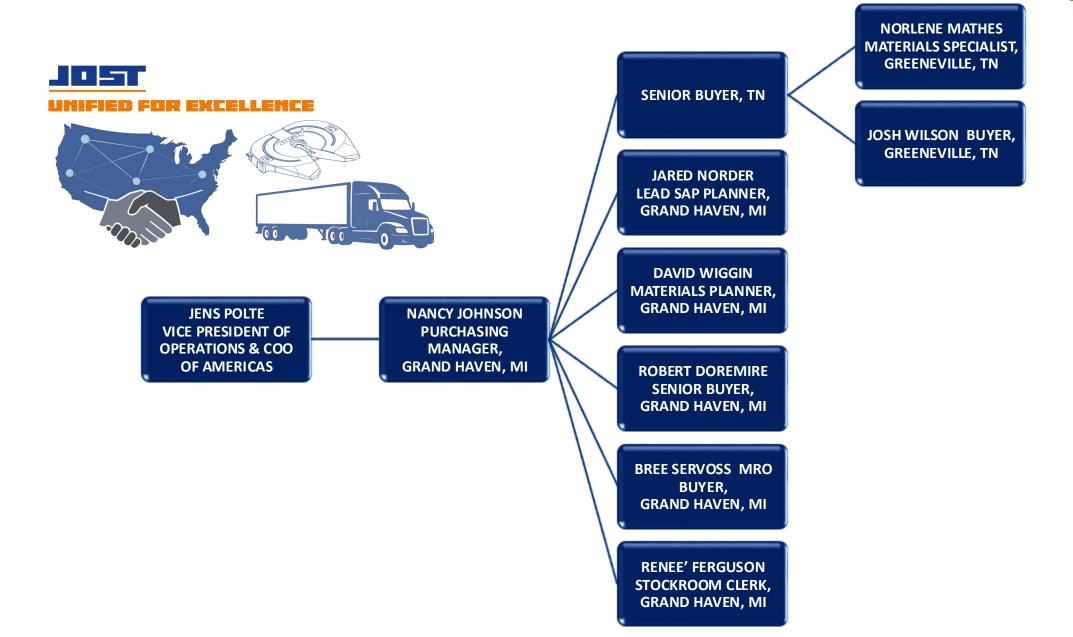


SPEED

COST

PURCHASING ORGANIZATIONAL CHART





OUR PURCHASING PRIOROTIES



ON-TIME DELIVERY



CORRECT ORDER QUANTITIES



COST SAVINGS AND INNOVATION



RESPONSIVENESS AND COMMUNICATION



FLEXIBILE/AGILE APPROACH



ON TIME DELIVERY AND ORDER ACCURACY

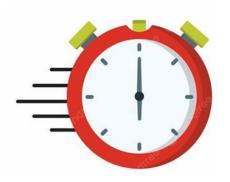


EXPECTATION: 100% ON-TIME DELIVERY

❖ TARGET: <2% VARIANCE IN DELIVERY WINDOWS

❖ CORRECT QUANTITIES: NO SHORT SHIPS OR OVERAGES

CHRONIC MISSES - SUPPLIER SCORECARDS





COST SAVINGS AND INNOVATION



OFFER ALTERNATE MATERIALS

- Lower Cost Material
- Lightweight Material
- Over-Engineered Parts



- **Examples:**
 - Switching from Custom to Standard Parts
 - Lean Packaging
 - Regional Sourcing for Logistics Reduction



COST SAVINGS AND INNOVATION - CONTINUED







CONDUCT CROSS-FUNCTIONAL WORKSHOPS

- > VA/VE Workshops
- Technology

3% ANNUAL PRICE REDUCTIONS

- Escalation Process
- JOST needs to remain competitive in the marketplace
 - Suppliers need to support

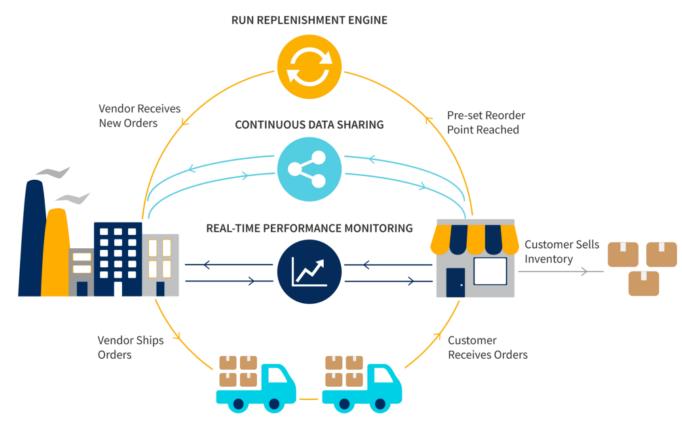
SAFETY STOCK AND LONG LEAD TIME PLANNING



- SAFETY STOCK AGREEMENTS ARE A NECESSECITY
 - **Especially for:**
 - Electronic components
 - Custom steel parts
 - Proposed Terms: Example: 8 weeks minimum on-hand stock

- VENDOR MANAGED INVENTORY PROGRAMS
 - Need more participation

FLEXIBILITY – WE NEED FLEXIBILITY



COMMUNICATION EXPECTATIONS









- > Let us know:
 - Changes in Lead Times
 - Plant Shutdowns
 - Personnel Changes









SETUP LUNCH AND LEARN SESSIONS

BE PROACTIVE – NOT REACTIVE



COMMUNICATE DELAYS IMMEDIATELY.

SHARE BAD NEWS EARLY TO ENABLE PLANNING.

TRACK AND NOTIFY OF POTENTIAL MATERIAL OR LABOR SHORTAGES.



REQUIRED ANNUAL DOCUMENTATION





QUALITY MANUAL UPDATES:

Due annually, must be signed & returned by deadline.

CONFLICT MINERALS DECLARATIONS:

Completed, signed, and submitted by deadline.

SUPPLIER SCORECARD

YOUR SCORE IS BASED ON:

- Delivery *
- > Order Accuracy 💠
- **Responsiveness**
- > Cost Competitiveness
- **Document Compliance**

											*	*
	ABC-(Class	ificat	tion (N	1onth e	valua	tion)					+
EL	Plant .			Supplier	Name 1	Class	Group	Traff.Lig.	Logistics	ABC-Logistics	Dat.reliab.	Qty.reliab.
	4020 🗇	2025	5	800338		KKP_SM		00	100	A	100	100



Score Soft Facts: 78

Class	Score	Factor	
Quality	73.33	2	Г
Logistics	85.00	1	Г
Purchasing	90.00	1	Г
Service provider	0.00		Г
Supplier impact	70.00	1	Г

iality	
Category (text)	

C	Category (text)	Cr	Criteria (text)
1	Standards	1	ISO 9001
1	Standards	2	IATF 16949
1	Standards	3	ISO 14001
1	Standards	4	ISO 50001
1	Standards	5	OHSAS 18001
2	Ouality of 8D-Report	6	Ouality of 8D-Report

Logistics

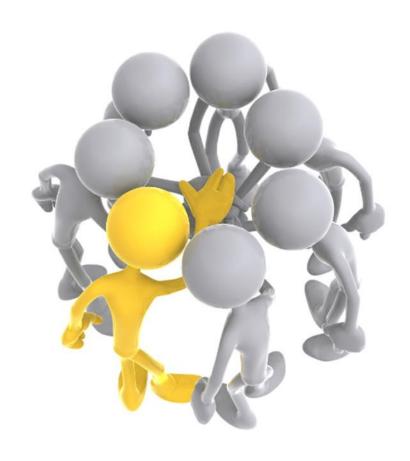
C Category (text)	Cr Criteria (text)
3 Logistics general	7 Communication
3 Logistics general	8 Reliability
3 Logistics general	9 Flexibility
3 Logistics general	10 Escalation management

Purchasing

C	Category (text)		Criteria (text)		
5	Objects	1	NDA Agreement		
5	Objects	2	Pricing		
5	Objects	3	Quality Agreement /SQM (suppl.qual.man.)		
5	Objects	4	WebLabel		
5	Objects	5	CQI		
5	Objects	6	Business alignment to JOST		
5	Objects	7	PPAP status		
5	Objects	8	Annual contingency plan submitted		
5	Objects	9	Annual conflict material form submitted		

FINAL EXPECTATIONS

- Be Proactive
- **Deliver On-Time and In Full**
- Offer Cost-Saving Ideas
- Maintain Safety Stock
- Be Flexible
- Respond to Requests Promptly
- **Submit Required Documents On Time**
- **Communicate Openly**





PRODUCT INNOVATION & FUTURE TECHNOLOGY



- **❖** JEREMIAH HAWK
- *** LEAD ENGINEER**
- Lead Engineer for Fifth Wheel at JOST International, managing product design, R&D, and cross-functional engineering teams.
- 20+ years of engineering experience across mechanical, industrial, and nuclear sectors.
- Former Engineering Manager at DWK Life Sciences, overseeing design, change control, and technical support across North America.

KEY TAKEAWAYS

- **COLLABORATE**
- **COMMITMENT TO QUALITY**
- *****ALIGN
- ***LASTING PARTNERSHIP**
- ***INNOVATION**
- ***** DRIVE PROGRESS



WHAT IS INNOVATION TO JOST?



PER WEBSTER...

Innovation is a practical implementation of ideas that result in the introduction of new goods & services or the improvement of goods & services.

PER JOST...

It is a distinct pathway to solving business challenges & gaining competitive advantages.



SO...HOW DO WE GET THERE?

ENGINEERING INNOVATION THROUGH SUPPLIER COLLABORATION



FIFTH WHEEL PRODUCT SUMMARY:

Supplier Contributions

FIFTH WHEEL PRODUCT TESTING:

Safety First

JOST INNOVATIONS:

Current & Future

SUPPLIER COLLABORATIONS

NEW PRODUCT DEVELOPMENT



FIFTH WHEEL PRODUCTS & WHERE OUR **SUPPLIERS** CURRENTLY CONTRIBUTE

FIFTH WHEELS

FIFTH WHEEL MOUNTS



Fifth Wheel Product Line

OEM Wheels

JSK37U Series

Vertical Capacity 55,000 lbs

Drawbar Capacity 150,000 lbs

Vertical Capacity 45,000 lbs

Drawbar Capacity 150,000 lbs

JSK36NSL

Air Release Retractable Handle Steel Wear Ring



JSK37Y Series

Vertical Capacity 55,000 lbs

Drawbar Capacity 150,000 lbs

Available Features

Air Release Manual Safety Lockout Steel Wear Ring Replaceable Surface Liners Replaceable Throat Guides

Aftermarket Wheels



JSK37F Series

Vertical Capacity 55,000 lbs

Drawbar Capacity 150,000 lbs

Auto Lube

LockTronic

Cushion Ring

JSK37H Series

Vertical Capacity 55,000 lbs

Drawbar Capacity 150,000 lbs

> Auto Lube LockTronic Cushion Ring

Air Release Retractable Handle Right Hand Release Drop Handle Low Lube Auto Lube LockTronic Cushion Ring

FIFTH WHEEL MOUNTING OPTIONS



Compatible To All 36N & 37U Series Wheels



Outboard Slider

7"-11" 8" & 9" 8",12",16",24",36"



Inboard Slider

7"-10" 8" & 9" 6",12",18",24",36"



Outboard Flat Plate Mount

6"-11" 8" & 9"



Outboard Plate Mount

6"-9" No



Inboard **Angle Mount**

6"-9" No



Angle Mount For Bracket

6"-9" No



Yardspotter Mount

8"-10" No



FIFTH WHEEL & MOUNT TESTING

ENGINEERING SAFETY FIRST















WHAT IS ENGINEERING SAFETY FIRST?



ENGINEERING SAFETY FIRST

- Proactive approach that aims to prevent accidents, minimize risk, & ensure the well-being of those affected by engineering projects.
- Focuses on designing systems and products to operate safely, even when components fail.



❖ JOST FIFTH WHEEL PERFORMANCE REQUIREMENTS (ENG-011)

- Requirements Use ECE R55 As Guidelines
 - **■ Economic Commission For Europe**
 - Specifies Uniform Provisions For Mechanical Coupling Devices
 - ☐ To Ensure Mutual Compatibility & Safe Use For Vehicles

FURTHERING JOST'S SAFETY FIRST CULTURE

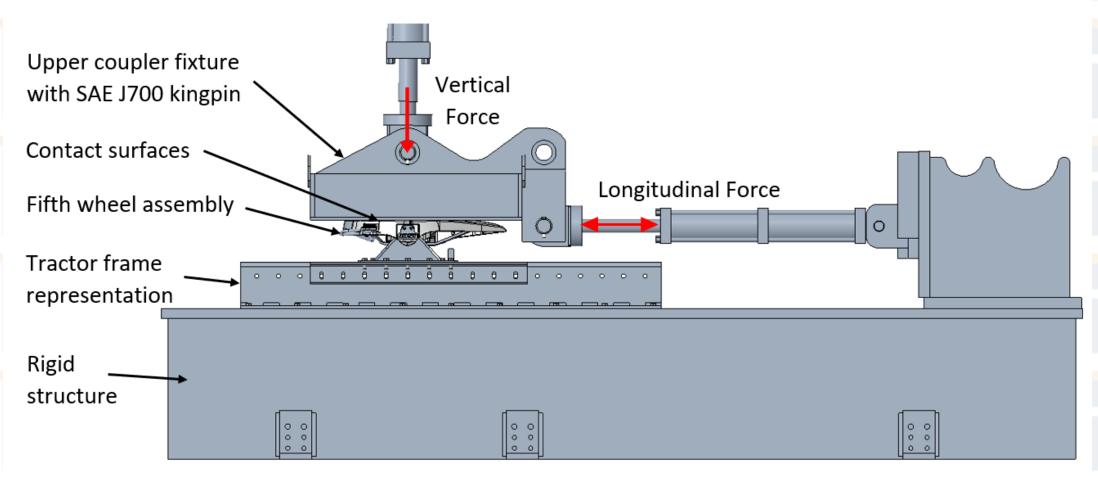
- > "JOST will not put any product on the road that we would not feel that our family is 100% safe driving by it on the interstate."
 - Paul Barr, JOST International Vice President Of Engineering

DYNAMIC TEST - FATIGUE



ENG-011: SIMULATE THE LOADS & VIBRATION EXPERIENCED BETWEEN TRACTOR & TRAILOR.

66K/22K VERTICAL / 23K/23K HORIZONTAL 2 MILLION CYCLES = PASS (Approximately = 3 Weeks)



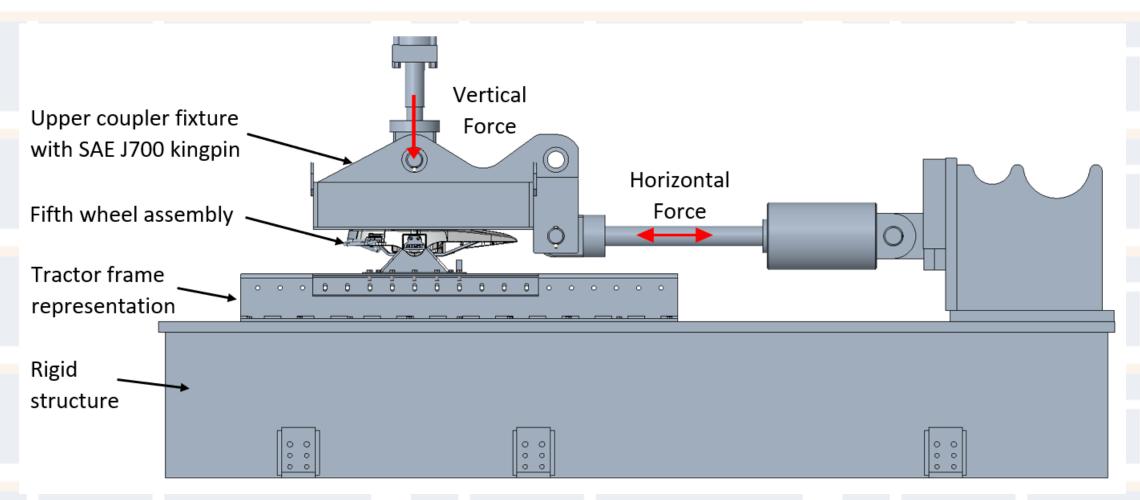
STATIC TEST – DRAWBAR



ENG-011: SIMULATE SUDDEN ACCELERATION TRACTOR WITH LOAD

MAINTAIN 20K VERTICAL / BEGIN HORIZONTAL LOAD @ 20K - HOLD FOR 60 SECS

INCREMENTS OF 50K, 60K, 70K, <u>80K</u>, 100K, 120K, 140K, & <u>150K</u>. 150K = PASS (Approximately = 2 Days)



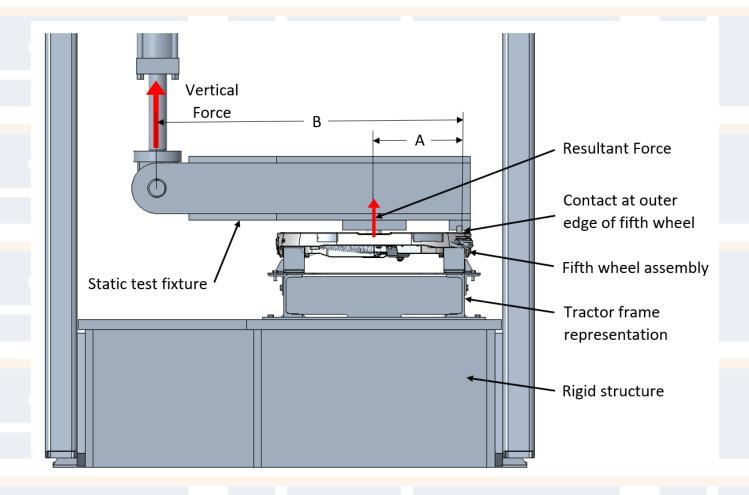
STATIC TEST – ROLLOVER



ENG-011: SIMULATE THE OVERTURN OF A TRAILER WITH LOAD.

BEGIN UPWARD VERTICAL LOAD @ 20K - HOLD FOR 60 SECS

INCREMENTS OF 40K, 60K, 80K, 100K, & 110K. 110K = PASS (Approximately = 2 Days)



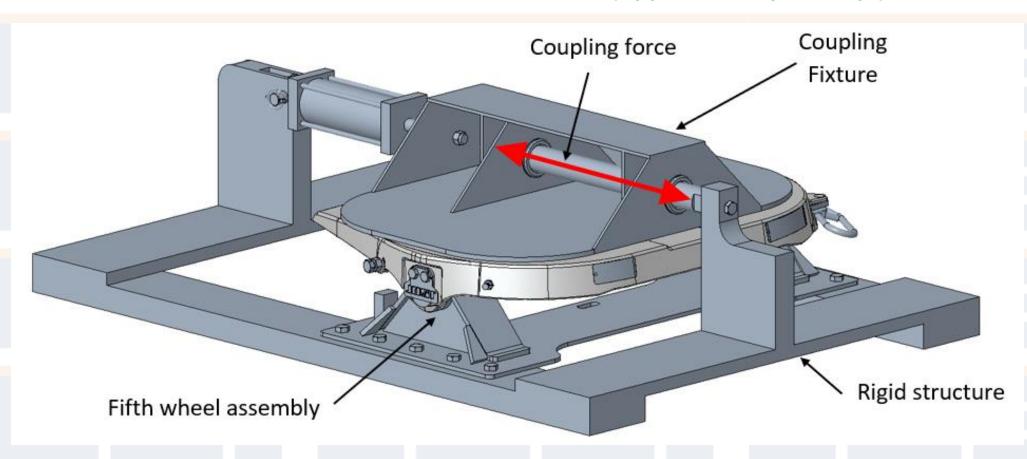
COUPLING TEST



ENG-011: TESTING THE FUNCTIONAL COMPONENTS OF A FIFTH WHEEL.

15K COUPLES AND INSPECT WHEEL FOR COMPONENT WEAR

30K COUPLES = PASS (Approximately = 4 Days)

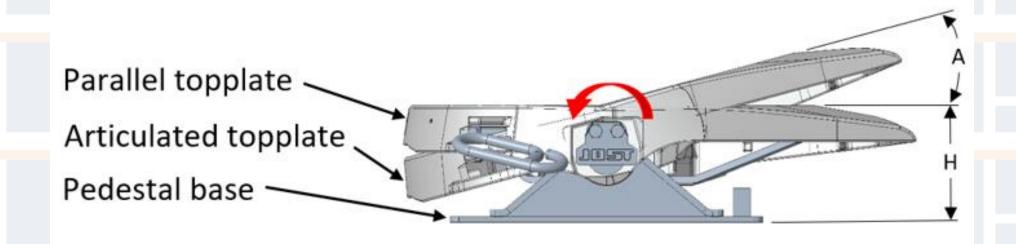


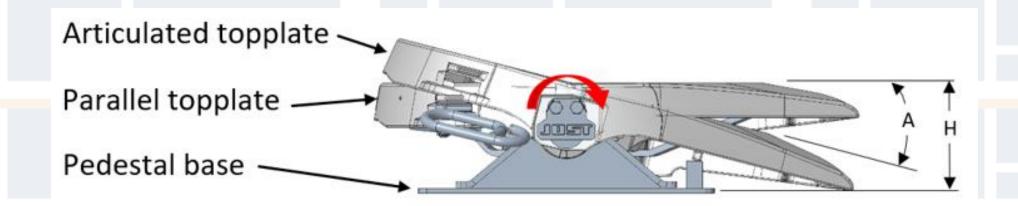
ARTICULATION TEST



ENG-011: TESTING THE FORWARD AND REARWARD ARTICULATION OF A FIFTH WHEEL.

ARTICULATION MIN & MAX BASED UPON FIFTH WHEEL/MOUNT HEIGHT.

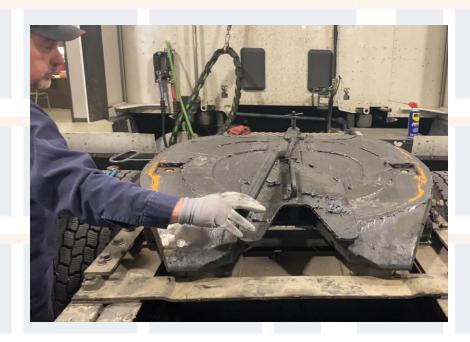




FIFTH WHEEL & MOUNT FIELD TESTING



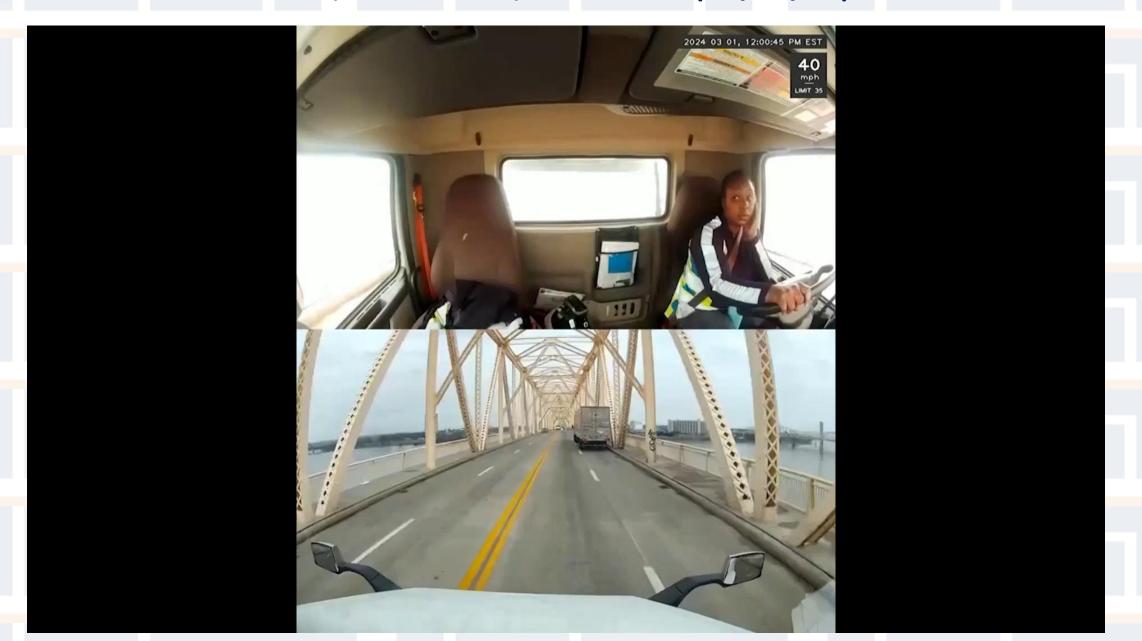
- **❖** Where Our Internally Tested Products Meet The Road.
 - ➤ Real World Testing Testing Out Of A Controlled Environment.
 - Additional Learning Takes Place.
 - > Truck Driver (Direct Customer) Input What The Drivers Like Or Dislike.
 - How did they do that?





TRUCK ACCIDENT VIDEO, LOUISVILLE, KENTUCKY (03/02/24)





SAFETY IS NOT JUST A JOST SLOGAN BUT IS A WAY OF LIFE FOR US.



WHAT MAKES JOST A GREAT SAFETY CULTURE?

- When Employees Continue To Do The Right Thing & Make The Right Decisions When No One Is Watching.
- When We Continue To Push Ourselves & Our Suppliers Into Providing The Safest Products.
- ...And We Do Not Forget To Remind Ourselves That Complacency is The Enemy Of Safety.

❖ I Would Ask You All To Keep In Mind The Internal & External Testing That JOST Products Are Subjected To – The Quality Of What You Provide Is Of The Most Importance.

JOST INNOVATIONS: Current & Future



We develop smart systems combining safety technology and driver safety.









Loc-light Sensor Wheel

Damage Proof Handle in Development



North American E-Drive
Automatic Landing Gear In
Development

LOC-LIGHT TECHNOLOGY JSK37UBE FW



Casted FW – LH/Air Release Topplate (260 Lbs.)

LOC-LIGHT SENSOR WHEEL





Added Sensor Technology

- Green Light Confirms That The Fifth Wheel Is Locked
 - Senses Kingpin
 - Senses The Handle Is In The Proper Closed Position
- Red Light Flashes & Buzzer Sounds When The Fifth Wheel Is Not Coupled Properly.

JSK3CNWL FIFTH WHEEL



Lightweight Welded Steel – LH Release Topplate (175 Lbs.)



NEW Lightweight Technology

Same Proven Locking Mechanism

- Approximately 75 Lbs. Lighter Than The Cast Wheel
- Fusion Weld Technology
- Convertible To A Standard Fifth Wheel
- Most Importantly...Way Less Expensive Than Our Competitors Aluminum Wheel

DAMAGE PROOF HANDLE FW



Initiated From Sales Feedback From Customer / Issues With Driver Alignment When Coupling

New Handle Location Design

New handle form and location to eliminate kingpin damage during a mis-coupling attempt (driver error).







Prototypes Currently In the Field









EMERGENCY MODE – INBOARD RACKS



OUTBOARD PLUNGERS





Supply Sources



Optimize Purchase Price



Reduce Business Risk



Manage Strong Supplier Relationships



INBOARD PLUNGERS

ALL HANDS EMERGENCY – PRIMARY SUPPLIER GOING OUT OF BUSINESS



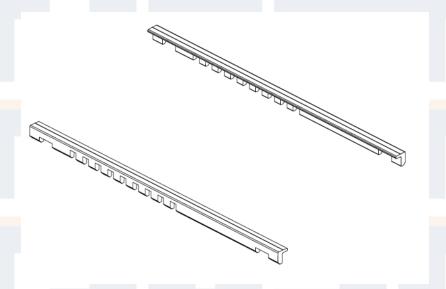
Supplier "A" Informs JOST Of Business Closing

- **❖Supplier "A"** was the primary supplier and only supplier of our Inboard Racks.
- **❖Supplier "A"** Shut Its Doors On December 31, 2023.
- ❖ Hot Rolled Rail process utilized low cost.

Supplier "B" Steps Up

- Quoted components for Landing Gear in the past.
- **♦ Purchasing reached out and requested a quote for SK-77549-00.**
- ❖ Due to timing, Supplier "B" quoted finished components in accordance using 3 different forming processes.





I.B. RACKS - SUPPLIER ISSUE



Supplier B: 3 Types of Forming Processes Developed for Need & Timing.

Cold Forming Process – Short Lead Time

- Initial high cost.
- Short lead time. Received prototype rails November 2023.

Forged Process

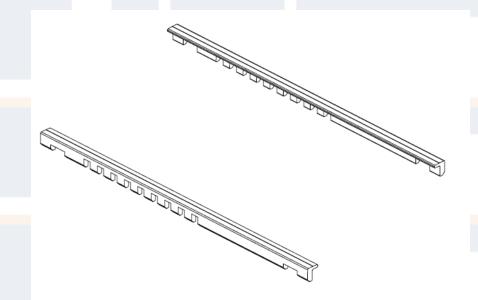
- Developed for JOST demand which bridged the gap.
- Received prototype rails December 2023.

Hot Rolled Process

- Developed for lower cost.
- Longest lead time due to tooling construction prototypes. Received November 2024.

END RESULT:

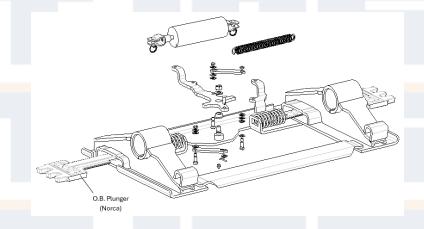
- 1) Met JOST customer demand.
- 2) Supplier Led Innovation led to reduced cost and partnership for further development.



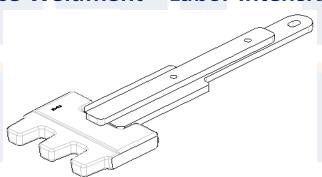
CONTINUING PARTNERSHIP WITH "SUPPLIER B" ENGINEERING OUTBOARD & INBOARD PLUNGERS



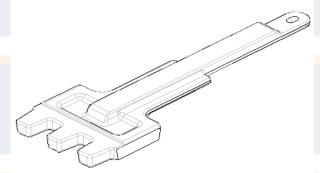
Problem: Grinding Issues in Production. Supplier "B" Project Involvement = Cost Savings



3-Piece Weldment – Labor Intensive



1 Piece Forging



FOOD FOR THOUGHT



Really, we are feeding you soon after this presentation.

We learned quite a bit from our collaboration...

- Where can we collaborate with our suppliers?
 - New Or Better Materials?
 - Better Supplier Processes?
 - New Investments in Technology?
- Are there opportunities for a JOST & supplier partnership?
- What opportunities are there for supplier involvement?
 - New Product Development?
 - Enhancement to Current JOST Products?

JOST Design Engineering Is Always Open To Hear & Learn About New Opportunities.



NEW PRODUCT DEVELOPMENT

WHERE IS THE BEST PLACE TO GET SUPPLIERS INVOLVED?





Damage Proof Handle

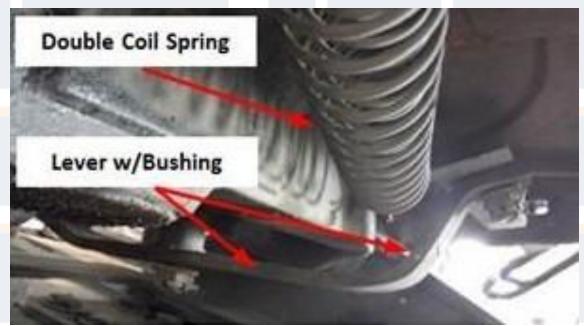
WHERE WE BEGIN - STARTING POINT



SALES/CUSTOMER ISSUE

- **❖TRUCK DRIVER MIS-COUPLING DAMAGES OUR FIFTH WHEEL OVERCOME BEHAVIORAL ISSUE**
 - ➤ Kingpin hits fifth wheel handle, which damages handle.
 - ➤ Handle damage equals lever damage.
 - Lever damage equals non-functional fifth wheel.





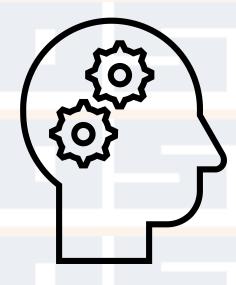
DAMAGE PROOF HANDLE - CONCEPT 1

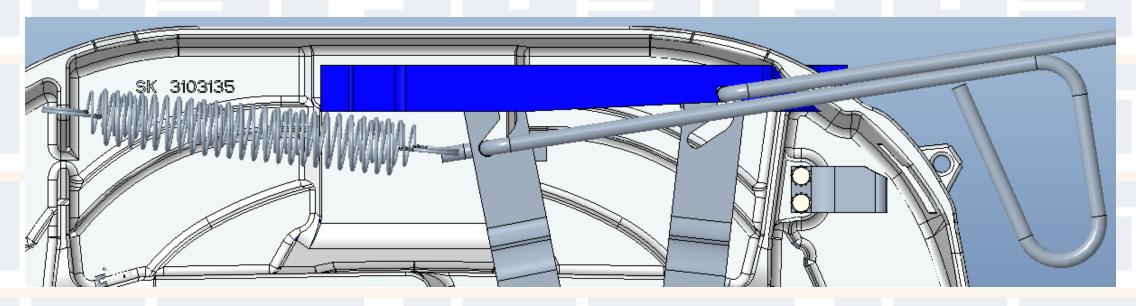


DESIGN REVIEW OF PROBLEM

❖ DESIGN TEAM MEETS WITH SALES TO DISCUSS PROBLEM

- ➤ Design team picks "free handle slot" design.
- ➤ Design review finds additional issues with 1st design.
- ➤ Decision made to work on new "pivot lock" concept.

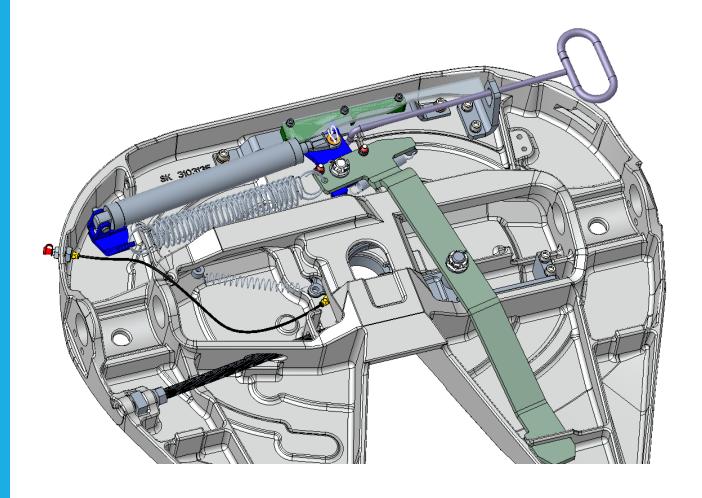




DAMAGE PROOF HANDLE CONCEPT 7

- Models Approved Prototype Built.
- *****Key Modifications:
 - First Attempt At Secondary Lock, Pivot Lock, Latch, Stop Block, & Lever Mod To Overcome Hard Coupling/Whiplash Effect.
- Wheel Proved Functional.
- Passed Cycle Testing
- Field Terminal Testing/Trailor Coupling Functional (Hard Coupling)
- **32** Prototypes Constructed For Field Testing.
- Design Review Approved Concept 8 To Focus On Making Required Modifications For SOP.





WHY ARE WE SHARING OUR FUTURE INNOVATION?



- Our Recent Past Has Taught Us That Our Suppliers Are Critical To Our Success.
- JOST Would Like To Schedule Innovation Workshops For Current & Future Products To Achieve Cost Saving Goals & Customer Focused Initiatives.
 - Open Communication Channels With Our Suppliers To Create Legacy Partnerships.
 - **➢ Align & Further Improve JOST Products With Supplier Assistance.**
- The Faster We Do This Together The More It Benefits Us All.
- Again...Feel Free To Reach Out To Discuss Any Ideas To Discuss For Future Endeavors.





- Paul Barr
- Vice President of Engineering
- Less than a month
- 25+ years leading engineering teams across commercial vehicle, defense, and EV programs.
- Led 70+ engineers at Meritor; launched new products and advanced technologies.
- Former Technical Director at Pratt Miller, overseeing mobility innovation and P&L.

PROGRAM MANAGEMENT PROCESS

KEY TAKEAWAYS

- **♦** COLLABORATE
- **COMMITMENT TO QUALITY**
- *****ALIGN
- ***LASTING PARTNERSHIP**
- ***INNOVATION**
- ***** DRIVE PROGRESS



JOST PROGRAM MANAGEMENT



JOST is in the process of implementing a program management process to ensure timely program completion, issue follow-up/resolution and better communication to cross functional teams, suppliers and customers.

Top Items Currently on the List:

- Program Manager Hire In Process •
- Development of a Gate Review Process for all Programs O

Key Developments/Opportunities

- > Definition of Deliverables by Phase
- Definition of Key Milestones
- Definition of Ownership
- Cost Savings Initiatives

Gates	Description	
	Initial Project Approval. Funds approved to	
Gate 0	initiate project.	
Gate 1	Concept Development	
Gate 2	Prototype	
Gate 3	Production	
Gate 4	Commericalization	

	Type A	Type B
Project Level	Concept Development	Prototype
Description		Design, development of a prototypes
	Initial proof of concept. Design,	for a customer. This will include
	desmonstrate functionality then one	Design, FEA, system modelling, DFMEA
	phyisical prototype or model to	DVP&R to DV level. If proven out,
	demonstrate functionality and/or	customer may want to go to Type C o
	performance	D
Cost	Less than \$50,000	TBD depending on customer request.
		Buisiness case needs to be developed
		and approved.
Revenue	N/A	TBD den request
Requirements	Initial requirements needed to develop	phenent of only survivoc to actual design Need input from market demand if the will also be competitive that can be used.
	concept. Ideation, Pugh Matrix usc	is type. Need to
	recommended.	VOC to actual design
	ראשמיו	equirements.
Market	Need in:	Need input from market demand if thi
	determin Project	will also be something that can be use
	needs to he level of customer	across customers and is not an orphar
	demand/need.	
CATEG		
GATES		
		Gate 0
	Gate 0	Gate 1
	Gate 1	Gate 2

A structured program management process creates a win-win by aligning JOST and its suppliers on clear milestones, ownership, and expectations—ensuring faster launches, better communication, and on-time delivery of innovative products and cost savings initiatives.





- Michael Crichlow
- Plant Manager
- 30+ years in logistics, operations, and plant management across automotive and tech industries.
- Former Global Logistics
 Leader at Honeywell,
 managing global supply
 chains, 3PLs, and
 network optimization
 initiatives.

LUNCH, PLANT TOUR, & RETURN TO GENERAL MORGAN INN

TMC 2025 - Nashville









- ADAM BENNETT
- DIRECTOR OF SALES, MATROID
- 10+ years in industrial automation and computer vision, with expertise in defect detection, visual analytics, and Al-driven solutions.
- Director of Enterprise Sales at Matroid, helping manufacturers apply AI-based vision for smarter, faster decision-making.
- Former Product Manager at ifm, leading strategy for 2D/3D vision and RFID technologies across automotive and logistics markets.

MATROID ARTIFICAL INTELLIGENCE (AI)



Automated Visual Inspection & Traceability

by Adam Bennett

01. Matroid

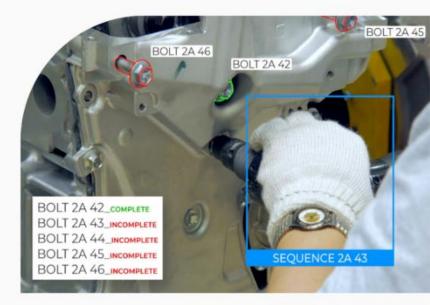
About Matroid

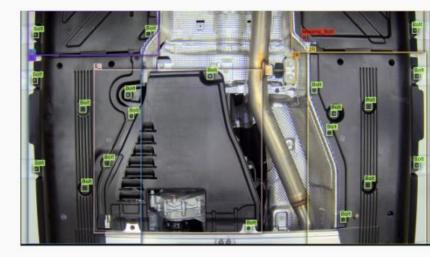
- Founded by influential leader in the machine-learning & deep-learning community
 - o Reza Zadeh, est. 2016
 - Professor at Stanford
 - Co-author of SparkML
 - Founding member of **Databricks**





- Purpose is to empower domain experts in manufacturing
 - From cutting edge ML research to productionized capabilities for manufacturing
 - End-to-end Computer Vision platform complimenting operations, planning, HSE, security teams, and more.
 - Al for visual data current or new camera infrastructure
 - Build, deploy, and manage adaptable solutions





Trusted By USG Agencies

Global Manufacturing















02. Matroid @ JOST

Objectives

- Defect prevention
- Digital traceability of quality records
- Automation of a manual inspection / assembly verification processes
- Accuracy detections as good as (or better than) human
- Consistency Matroid detectors don't tire!
- Time savings avoid rework by catching mis-assemblies earlier
- Reliability need to be able to continue operations under various failure modes

03. Fifth Wheel

Fifth Wheel Assembly Verification



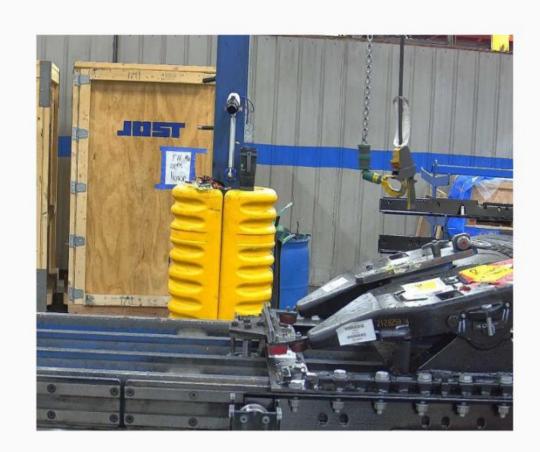
Fifth wheel in assembly, before nuts are tightened.

Area of interest shown in red.

Camera Placement



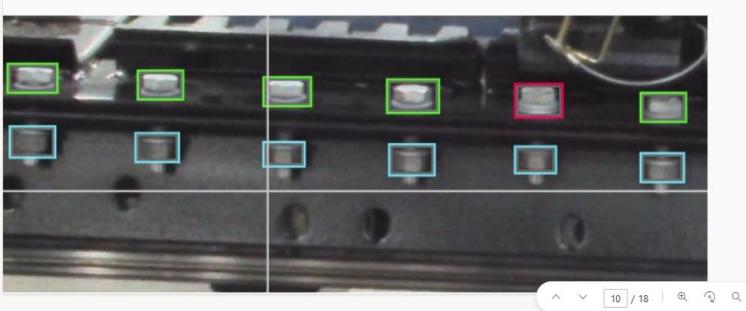
Flare 2 Camera



Flare 1 Camera

Fifth Wheel Assembly Verification

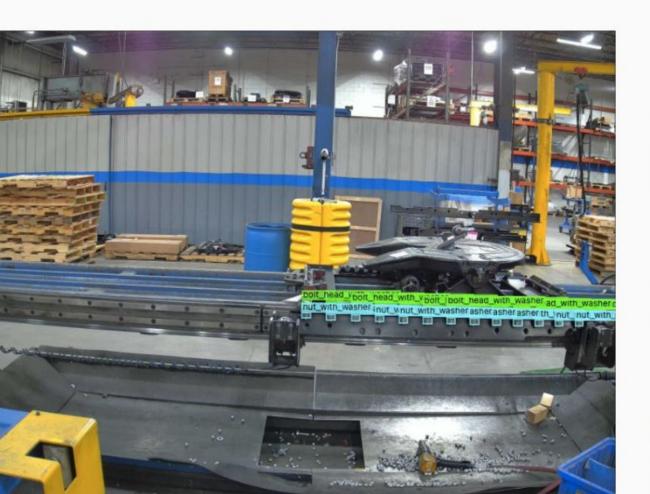
- Detector to find missing and extra washers on bolts and nuts
 - Seven labels:
 - Bolt head with/without/with two washer(s)
 - Nut with/without/with two washer(s)
 - K-plate
 - Plus, post processing to determine correctness
 - Two washers are sometimes okay (even required)





Example of a k-plate

Fifth Wheel Assembly Verification

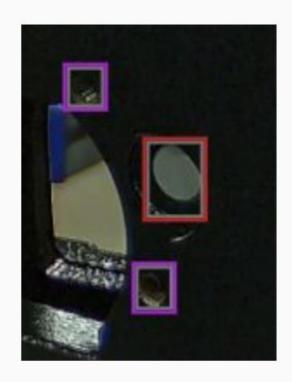




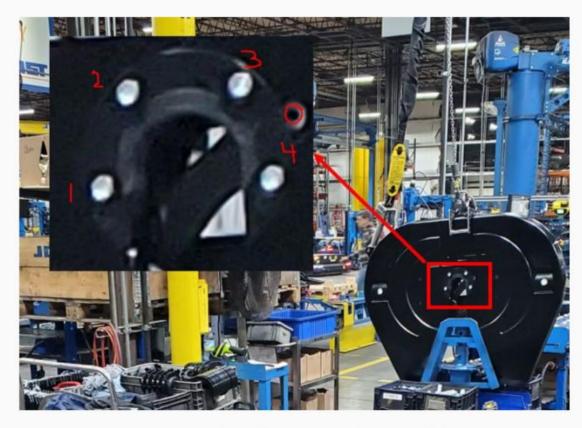
04. Top Plate

Top Plate Assembly Verification

Goal: check for missing bolts, missing pin, and/or backwards pin (no hole)

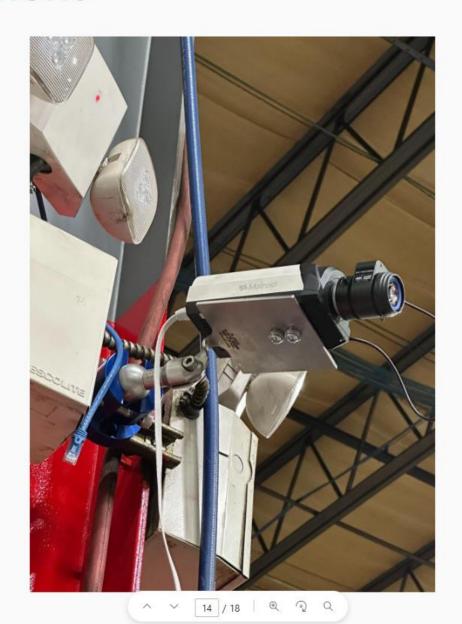


Example of a top plate with a backwards pin and missing bolts

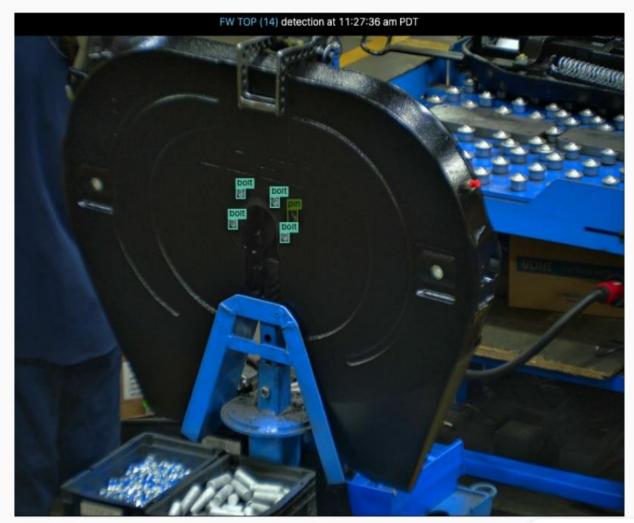




Camera Placement



Top Plate Assembly Verification





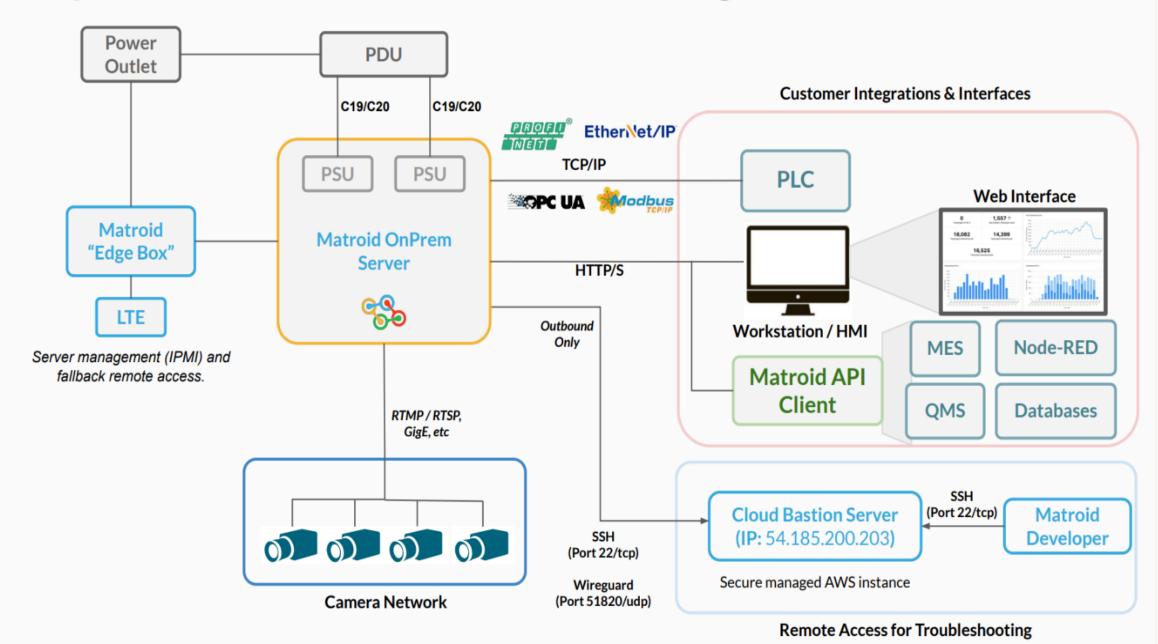
How

- Technical design:
 - 12 MP Matroid cameras
 - 4-13mm and/or 9-50mm varifocal lens
 - Flexible mounts
 - "Pull from Source" button
- Integration:
 - In discussion with JOST / IGear





Sample Architecture - Manufacturing





Thank You!

by Adam Bennett





JOST PANEL DISCUSSION NANCY JOHNSON MODERATOR W/DAVID, RANDY, & JEREMIAH





SUPPLIER AWARDS NANCY JOHNSON, PURCHASING MANAGER





UNIFIED FOR EXCELLENCE



Thank You For Making 2024 a Successful Year!



2024 SUPPLIER OF THE YEAR FOR SUB-CONTRACTING PARTNERSHIP



FABRITECH

MARK WILSON - PRESIDENT/OWNER, PATRICK McCLURE OWNER/LEAD ENGINEER, & BRIAN
WARD - MANUFACTURING/QUALITY MANAGER

- Supplier has shown customer focus and dedication for JOST products by purchasing innovative equipment dedicated to JOST products.
- **❖** While supporting our demand with on-time delivery and quality products, supplier has partnered with JOST and has committed to prioritizing JOST needs with consistent and outstanding outcomes.
- Works and communicates well with the Supplier Quality Manager and Engineering department.

2024 SUPPLIER OF THE YEAR FOR SMALL BUSINESS





BIBLE'S MACHINING

KENAN BIBLE – OWNER, MEGAN BURGIN – QUALITY MANAGER, JASON McKINNEY – OPERATIONS MANAGER, CARL GILLAND – OPERATIONS MANAGER, & ROGER HODGE

- Criteria was based on supplier's dedication to customer focus, quality, delivery, and flexibility to meet our release schedules while building an exemplary partnership.
- This is a legacy supplier who has achieved above expectations by prioritizing JOST needs with consistent and outstanding outcomes.
- Always quick to update any records or documents we require. Great communication with our engineering and quality departments.

2024 SUPPLIER OF THE YEAR FOR COLLABORATION





FLODRAULIC

BARRY STACY - CHIEF OPERATIONS OFFICER & SCOTT MERSEMAN - REGIONAL SALES

- This supplier has made collaborative efforts to find cost effective quality alternatives for JOST products.
- Great communication with updates for potential sources.
- Supplier is flexible with schedule changes, while supporting our demand with on-time delivery and quality products.
- Always quick to update any records or documents we require. Collaborates with Supplier Quality Manager on a regular basis.



2024 SUPPLIER OF THE YEAR FOR QUALITY



POLYGONLONNY MILLER AND ALEX KORTEPETER

- This supplier is a legacy supplier and supplied JOST for many years.
- **The product quality has been outstanding with zero issues.**
- **On-time delivery with exact quantities ordered has been exceptional.**
- **Customer service with order acknowledgements are always reliable.**
- Work's well with JOST Supplier Quality Manager to provide any records or information needed.



2024 SUPPLIER OF THE YEAR FOR NEW PART INNOVATION



NORCA ENGINEERED PRODUCTS

DERIC WALLACE - EXECUTIVE VICE PRESIDENT AND BRIAN WOLAK - COMMERCIAL DIRECTOR

- This supplier worked together with JOST to perform the preliminary design work on a largescale process change and part redesign.
- **❖** The engineers worked hand in hand with our engineering and quality teams to assist with a smooth transition and roll out of the new design.
- **We appreciate this suppliers' tireless efforts and open communication and look forward to our continued partnership.**



2024 SUPPLIER OF THE YEAR FOR GLOBAL PARTNERSHIP



Ferro Castings

VOLKAN TUNÇER – KEY ACCOUNT MANAGER AND DÖNAY ÖZTÜRK – FOREIGN TRADE AND LOGISTICS MANAGER

- This supplier works toward on-time deliveries even during times where overseas shipping is uncertain.
- Supplier works to maintain good communication providing the complete picture of what is in transit and when we can expect our parts.
- ❖ Finally, this supplier is one of our few overseas suppliers who handles the shipping of parts to the United States and offered us a cost saving opportunity by having them ship parts via their shipping contracts.



2024 SUPPLIER OF THE YEAR FOR VMI PARTNERSHIP



OPTIMASREGGIE CHRISTIANS AND GREG BABINEC

- **Supplier does an amazing job monitoring and maintaining our inventory.**
- They provide on-time deliveries twice a week every week based on our real time usage of parts.
- Supplier has proven time and time again that if we need to expedite parts, they will have parts to us same day without us needing to push them or pay excessive expedite fees.
- Suppliers VMI program allows us to keep our production flexible and build exactly what our customers want and need.





NETWORKING, WRAP-UP, CLOSING REMARKS, & SURVEY

NANCY JOHNSON, PURCHASING MANAGER

KEY TAKEAWAYS RECAP

- **COLLABORATE**
- **COMMITMENT TO QUALITY**
- *****ALIGN
- LASTING PARTNERSHIP
- ***INNOVATION**
- ***** DRIVE PROGRESS



SUPPLIER CONFERENCE FEEDBACK HubSpit SURVEY



KEEP

A GREAT WAY TO
KICK OFF ANY
ACTION PLAN. IT
FOCUSES ON WHAT
WE SHOULD START
DOING OR
CONTINUE DOING
TO ACHIEVE OUR
GOALS.

STOP

THAT HAVE A
NEGATIVE IMPACT
OR ARE NO LONGER
EFFECTIVE. IT CAN
HELP STREAMLNE
PROCESSES AND
ELIMINATE
ANYTHING THAT IS
NOT WORKING

CHANGE/ MODIFY

FOCUSES ON WHAT
IS GOING WELL AND
SUSTAINING THOSE
SUCCESSES. HELPS
YOU THINK OF
PRACTICAL AND
CREATIVE WAYS TO
KEEP DOING THINGS
ALREADY WORKING
— CONTINUOUS
IMPROVEMENT.





