

**JOST**



**JOST ROCKINGER *TRIDEC***



**ROCKINGER *Quicke***

**WELCOME TO THE 2025 JOST SUPPLIER CONFERENCE**



**August 19, 2025**

# 2025 JOST SUPPLIER CONFERENCE INTRODUCTION VIDEO – GRAND HAVEN, MICHIGAN



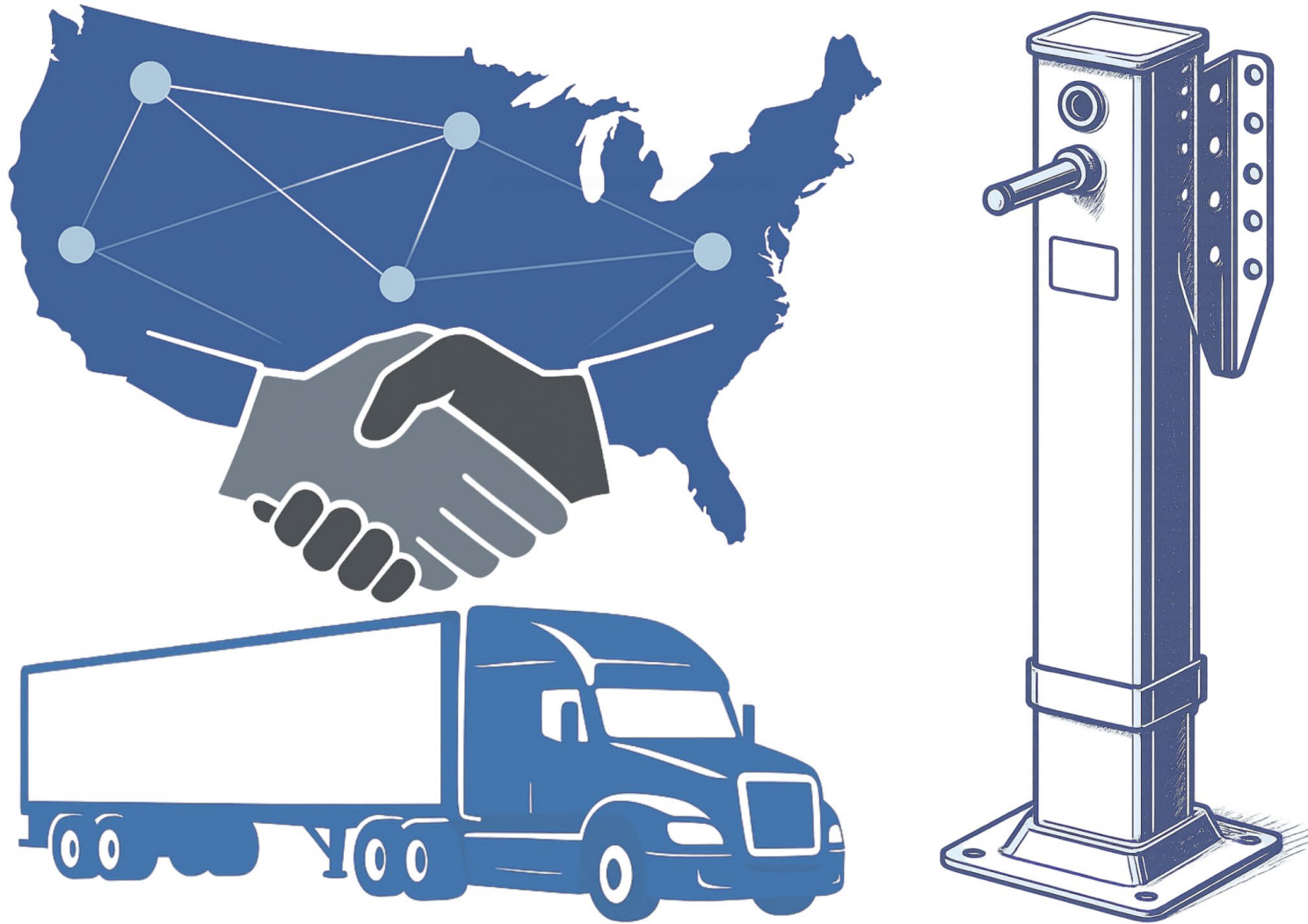


- ❖ **Nancy Johnson**
- ❖ **Purchasing Manager**
- ❖ **3+ Years @ JOST**
- **ISM Certified Purchasing Manager.**
- **26 Years in the Automotive Industry prior to starting at JOST.**

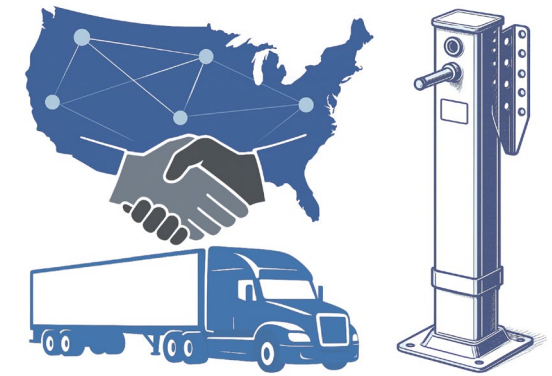
A photograph of a man with a beard and a tan baseball cap, smiling while driving a truck. He is wearing a light blue button-down shirt. The background shows the interior of the truck and a blurred view of the road.

# **OPENING REMARKS FOR THE SUPPLIER CONFERENCE**

# UNIFIED FOR EXCELLENCE



WELCOME TO GRAND HAVEN MICHIGAN: SUPPLIER CONFERENCE 2025!



# TODAY AT A GLANCE - AGENDA

7:30 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 – **JENS POLTE, VICE PRESIDENT OF OPERATIONS**

9:00 a.m. – SUPPLIER QUALITY EXPECTATIONS – **RANDY SMITH, VICE PRESIDENT OF QUALITY**

9:15 a.m. – ZERO DEFECT CULTURE – **DEREK STRAUB, QUALITY MANAGER**

9:30 a.m. – SUPPLIER PPAP REVIEW– **KARENA DINGESS, SUPPLIER QUALITY ENGINEER**

9:45 a.m. - BREAK

10:00 a.m. – PRODUCT REVIEW- **CONNOR MOYNIHAN, MARKETING MANAGER**

10:20 a.m. – PRODUCT INNOVATION & FUTURE TECHNOLOGY – **JOSH LANORE, LEAD ENGINEER**

10:45 a.m. – TESTING – **BRIAN OESTREICH, PRINCIPAL ENGINEER**

11:10 a.m. – LUNCH

11:55 a.m. – PREP FOR PLANT TOUR – **ARMIN HAGENLOCH, PLANT MANAGER**

12:00 p.m. - LEAVE FOR PLANT TOUR VIA JOST PROVIDED TRANSPORT (PREMIER TRANSPORTATION)

12:30 p.m. – JOST PLANT TOUR (**HAND OUT PPE; SEPARATE INTO GROUP A, GROUP B, AND GROUP C**)

1:30 p.m. – DEPART THE JOST FACILITY FOR THE HOLIDAY INN

1:45 p.m. – RETURN TO THE HOLIDAY INN

1:55 p.m. - PURCHASING STRATEGY - **NANCY JOHNSON & JENS POLTE**

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/JENS, JOSH, 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**

- ❖ REVIEW OF EMERGENCY EXITS.
- ❖ RESTROOMS ARE LOCATED OUTSIDE THE WATERFRONT BALLROOM NEAR THE MAIN LOBBY
- ❖ BREAK WILL BE AT 9:45 A.M. IN THE MORNING AND IN THE AFTERNOON, AFTER THE JOST GRAND HAVEN PLANT TOUR, PRESENTATIONS WILL RESUME AT 1:55 P.M. (PLEASE ENSURE ALL RESTROOM BREAKS AND SO FORTH ARE COMPLETED PRIOR TO 1:55 P.M.). IF A BREAK IS NEEDED INDIVIDUALLY, PLEASE EXIT THE CONFERENCE ROOM AS REQUIRED.
- ❖ PLEASE SILENCE CELL PHONES.
- ❖ WIFI PASSWORD IS LOCATED AT EACH TABLE

## HOUSEKEEPING CONTINUED



- ❖ ALL TABLES ARE NUMBERED. PLEASE ENSURE YOU ARE SEATED AT YOUR ASSIGNED TABLE.
- ❖ LUNCH/REFRESHMENTS WILL BE SET UP IN THE ROOM.
- ❖ THERE WILL BE A JOST PANEL DISCUSSION WITH A QUESTIONS & ANSWERS (Q & A) SESSION BEGINNING AT 2:45 P.M. THROUGHOUT THE CONFERENCE TODAY, FEEL FREE TO SCAN THE SLIDO QR CODE, THAT IS ON EACH TABLE, TO SUBMIT QUESTIONS PRIOR TO THE Q & A SESSION. ANY QUESTIONS NOT ANSWERED BY THE END OF THE CONFERENCE; A FOLLOW UP COMMUNICATION WILL BE SENT OUT.



PANEL DISCUSSION Q & A



- ❖ THERE WILL BE SURVEY AT THE END OF THE CONFERENCE THAT CAN BE ACCESSED WITH A QR CODE (LOCATED ON EACH TABLE). THIS SURVEY WILL BE USED FOR CONTINUOUS IMPROVEMENT AT JOST.

## HOUSEKEEPING CONTINUED



- ❖ SAFETY BRIEF, 11:55 A.M., AT THE HOLIDAY INN BY ARMIN HAGENLOCH, PLANT MANAGER. PERSONAL PROTECTIVE EQUIPMENT WILL BE ISSUED.

- ❖ WHILE AT THE 172<sup>nd</sup> AVE FACILITY, PLEASE DO NOT TAKE PHOTOGRAPHS. SEE A JOST REPRESENTATIVE FOR REQUESTS.



- ❖ SUPPLIER CONFERENCE PHOTOGRAPHS, PRESENTATION, RELEVANT FORMS, DOCUMENTS, AND SO FORTH WILL BE UPLOADED TO THE 2025 JOST SUPPLIER CONFERENCE LANDING PAGE. A QR IS LOCATED ON THE BACK TABLE.



❖ JENS POLTE

❖ JOST INTERNATIONAL  
VP of Operations  
and COO AMERICAS  
REGION

❖ 22 Years @ JOST Int.

- 35+ years in manufacturing & purchasing. Development of motorsport components and the last 25 years in heavy-duty truck.
- Mechanical Engineering with emphasis on thermodynamic/turbines/engines.
- Partnership to drive growth and innovation.

A photograph of a man with a beard and a brown baseball cap, smiling and looking towards the camera. He is sitting in the driver's seat of a truck, with his hands on the steering wheel. The background shows the interior of the truck and a view through the windshield. The image is partially obscured by blue geometric shapes on the left and top.

# OPENING REMARKS - JOST INTERNATIONAL

# GOALS & OBJECTIVES OF THIS SUPPLIER CONFERENCE



## WHY ARE WE HERE TODAY?

- ❖ Share latest company product range
- ❖ Share strategic directions and ACT market forecast.
- ❖ Align on quality and purchasing expectations.
- ❖ Strengthen supplier relationships and communication.
- ❖ Celebrate top-performing partners with supplier awards.
- ❖ Foster collaboration for future growth.

**Partners in Performance: Our Suppliers Are Critical to Our Success**

## 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.

### OUR COMMITMENT



SAFETY-RELATED COMPONENTS AND SYSTEMS FOR  
TRANSPORT & AGRICULTURE



HIGH QUALITY & RELIABILITY



HIGH SPARE PARTS AVAILABILITY

CUSTOMER CONFIDENCE IN JOST'S STRONG BRANDS

**JOST ROCKINGER *TRIDEC* Quicke HYVA**

A circular logo with the JOST logo in blue and the words "BRAND EXPERIENCE" in orange below it.

**JOST**  
BRAND EXPERIENCE



WE PUT OUR CUSTOMERS FIRST



WE FOCUS ON SOLUTIONS

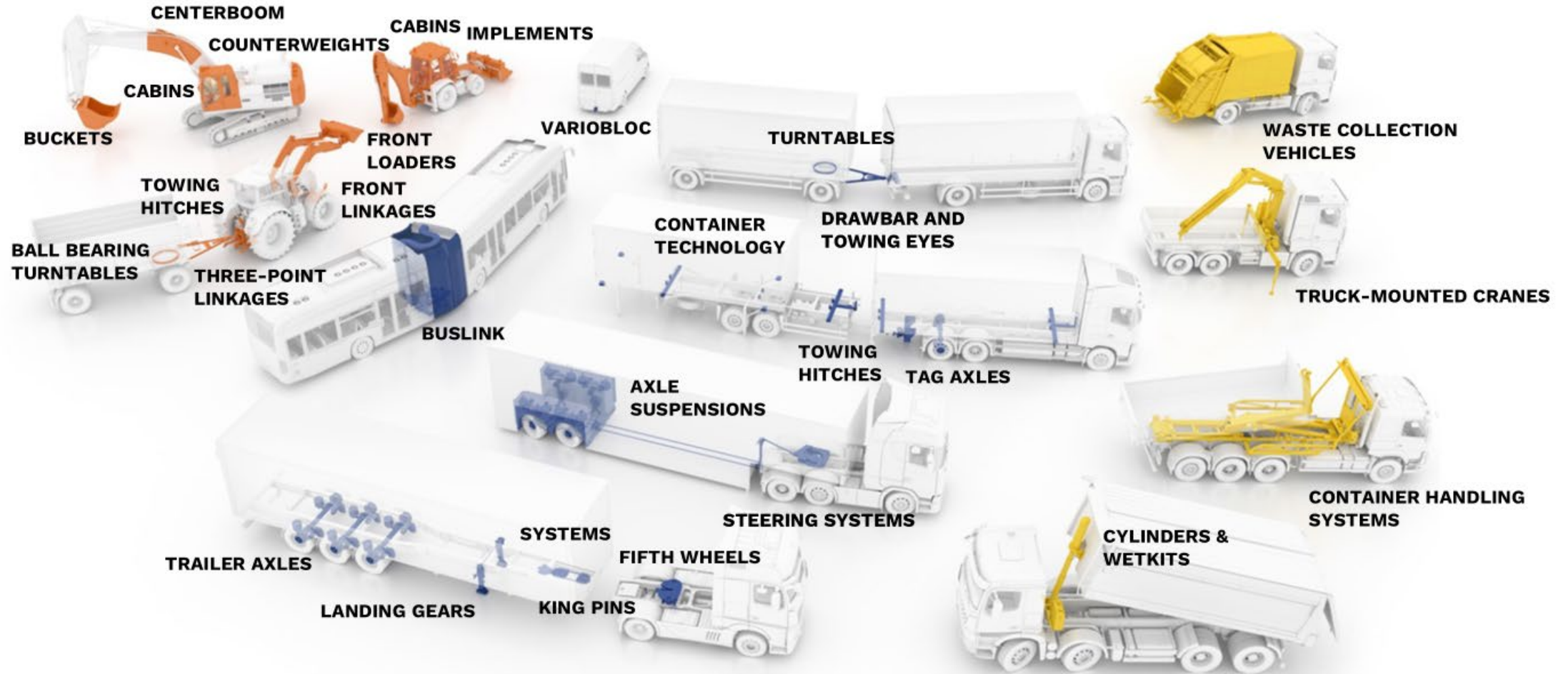
WE CREATE LONG-TERM VALUE



**OUR BRANDS**

# WHAT WE OFFER

## JOST PRODUCTS & BRANDS



**JOST** ROCKINGER *TRIDEC* *Quicke* HYVA

- ❖ **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.
- ❖ **OEMs raising prices (steel tariffs +50%)** → 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!**

**Class 8 demand is falling fast amid weak profits, rising costs, and policy uncertainty  
—suppliers must stay agile, and shift focus to cost control and aftermarket support.**

# JOST Transport Strategic Plan



**Delivering the  
Budget in 2025**

- 50% improved TRIR
- 3% (Spend) net Material Savings
- 1% (Sales) CI Savings
- >2% Sales Growth p.a.
- Achieve 11 turns
- DPO 26
- DSO 40
- 99% On Time Delivery
- TN PPM <10

## STRATEGIC INITIATIVES: **NORTH AMERICA**



### **Strengthening Operational Excellence**

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
  - Hayes revitalization plan
  - Enhance communication
9. Integrate Hyva

**By prioritizing excellence in our people and processes, JOST is committed to delivering exceptional products and service that delight customers and drive business growth**

# *Unified for Excellence with JOST...*



**Zero-Defect Quality**



**Innovation & Engineering Collaboration**



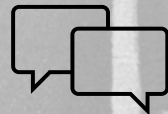
**Reliable On-Time Delivery**



**ESG & Compliance Standards**



**Cost Competitiveness**



**Transparency & Communication**



- ❖ **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.**

A photograph of a man with a beard and a tan baseball cap, smiling and looking towards the camera. He is sitting in the driver's seat of a truck, with his hands on the steering wheel. The background shows the interior of the truck and a view through the windshield. The image is partially obscured by blue geometric shapes on the left and top.

# SUPPLIER QUALITY EXPECTATIONS

## KEY TAKEAWAYS

❖ COLLABORATE

❖ COMMITMENT TO QUALITY

❖ ALIGN

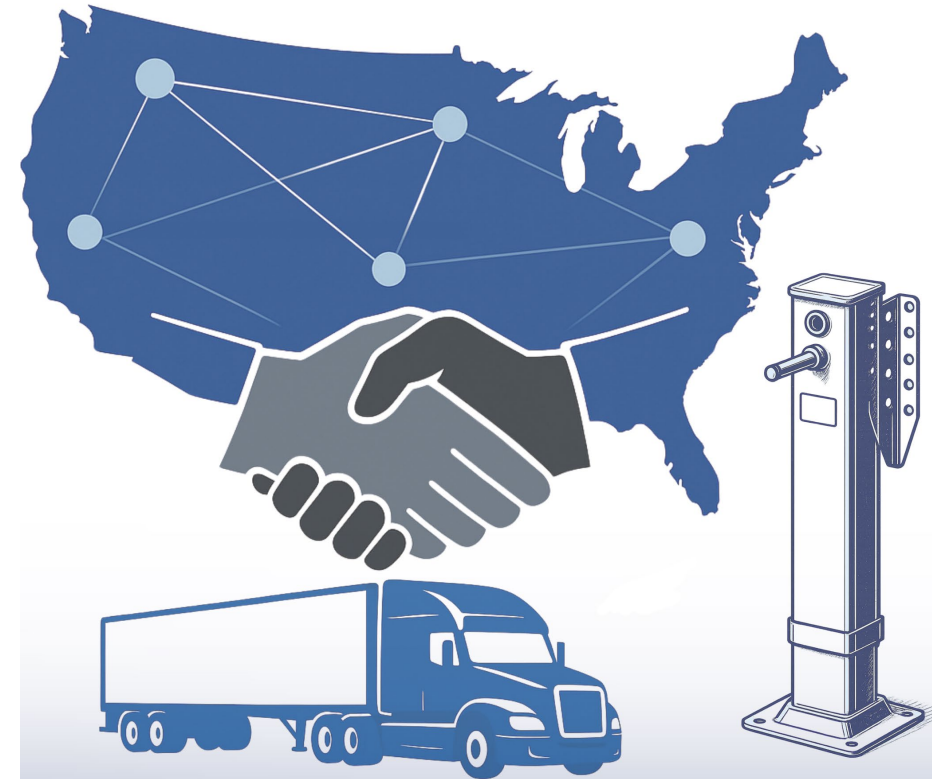
❖ INNOVATION

❖ DRIVE PROGRESS

❖ LASTING PARTNERSHIP

# **JOIST**

## **UNIFIED FOR EXCELLENCE**



## **SUPPLIER CONFERENCE 2025**

### **GRAND HAVEN, MI**

Bringing our national suppliers together to align, collaborate, and drive progress, united by a shared commitment to quality, innovation, and lasting partnership.

## 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.**

## 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.

# JOST Supplier Quality Manual on Risks



JOST		PROCESS CHANGE NOTICE		Document Tracking #
				P###-FWYY
DATE REQUESTED	REQUESTOR	AUTHOR		
REASON FOR CHANGE (Select All that Apply)				
<input type="checkbox"/> COST / EFFICIENCY SAVINGS	<input type="checkbox"/> CPA / 8D			
<input type="checkbox"/> PRODUCT QUALITY IMPROVEMENT	<input type="checkbox"/> CAPACITY INCREASE			
<input type="checkbox"/> SAFETY / ENVIRONMENT IMPROVEMENT	<input type="checkbox"/> CONT. IMPROVEMENT			
<input type="checkbox"/> DOCUMENTATION CORRECTIONS	<input type="checkbox"/> OTHER			
PROCESS CHANGE AFFECTS (Select All that Apply)				
PART FAMILY	DESCRIPTION (IF APPLIES)			
<input type="checkbox"/> SIGNIFICANT CHARACTERISTICS (@1, @2)				
<input type="checkbox"/> ER 002 - SIGNIFICANT ENVIRON. ASPECTS				
<input type="checkbox"/> DOCUMENTATION (FC, PFMEA, CP, WI)				
<input type="checkbox"/> TOOLING / EQUIPMENT				
<input type="checkbox"/> PROCESS LOCATION / LAYOUT				
<input type="checkbox"/> PROCESS STEPS / METHOD				
<input type="checkbox"/> PACKAGING				
<input type="checkbox"/> IGEAR UPDATE				
<input type="checkbox"/> OTHER				
DATA NEEDED				
<input type="checkbox"/> YES	<input type="checkbox"/> NO			
RISK ANALYSIS				
DESCRIPTION OF CHANGE (Use Sheet 2 for additional notes/photos/layouts)				
APPROVALS				
DESIGN ENGINEERING		DATE		
MFG ENGINEERING		DATE		
QUALITY		DATE		
PRODUCTION		DATE		
PURCHASING		DATE		

## 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 CHARACTERISTICS (@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

❖ “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



## Supplier Quality Manual



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 3<sup>rd</sup> Party Quality Certification
- Poor Performance
- Increase in Perceived Risk

# JOST Supplier Quality Manual on Risks



## 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.

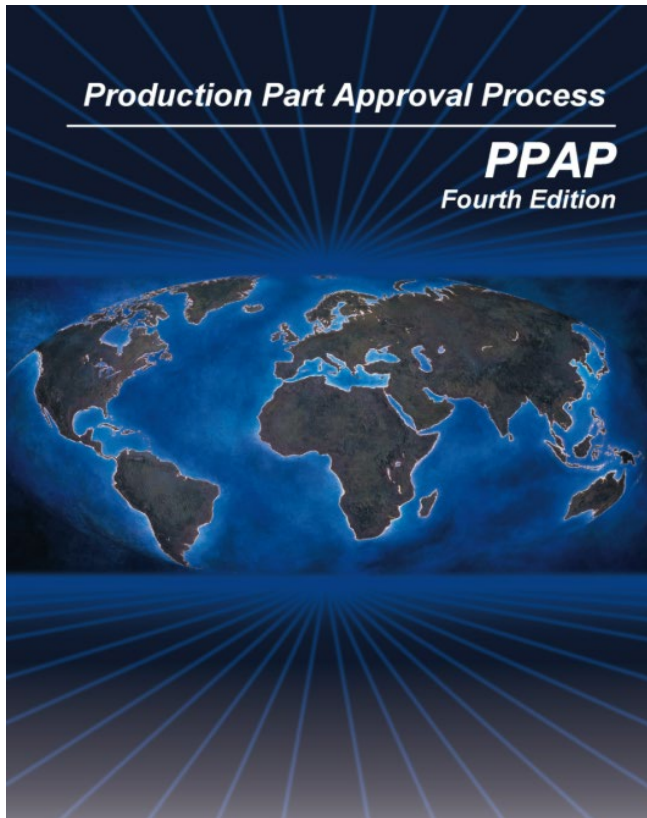
## 6.1.4 Continuous Quality Improvement (CQI) Audits

**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.**

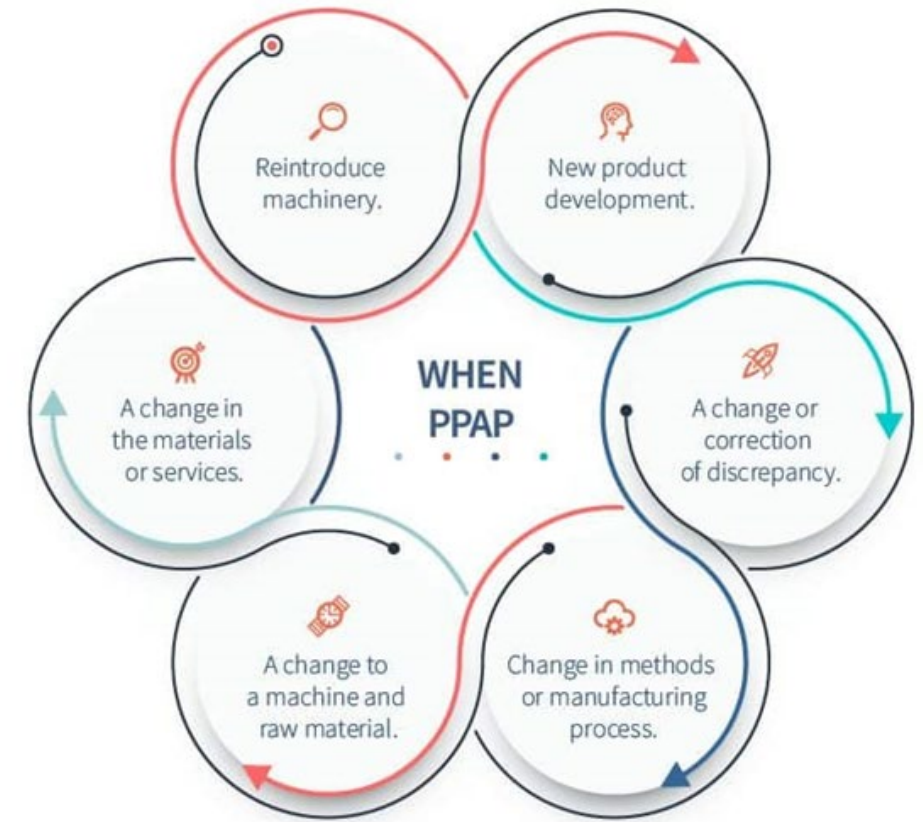


## 6.1.5 Submission Requirements for PPAP – Risk Related Documents

- ❖ 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.



## 11.0 Product and Process Change Requests

- ❖ Suppliers are required to notify JOST at least 90 days prior to product changes, process changes, location changes, temporary or permanent, including those at sub-tier suppliers (utilize QR 399 PCN). The purpose of this is to prevent quality and delivery issues from arising at JOST and protect our end customer from unevaluated changes. **Note: this applies to rework processes that have not already been included in your PPAP submissions.**
- ❖ A PPAP submission will be required unless otherwise determined by JOST. The supplier will be notified of the PPAP submission requirements after JOST has reviewed the details of the supplier's notification. The supplier must not ship product prior to PPAP approval or waiver notification from JOST's Supplier Quality Manager.

## 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](mailto: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).

## RECAP



- ❖ Risk management is a shared responsibility.
- ❖ Suppliers play a significant role in initiating collaboration.
- ❖ JOST has collaboration methods in our Supplier Quality Manual.





❖ **DEREK STRAUB**

❖ **QUALITY MANAGER**

❖ **4 YEARS @ JOST**

- **8+ years of experience in the automotive industry, held various roles in manufacturing, engineering, and quality.**
- **ASQ CQA, CQT, CQE, CMQ/OE.**

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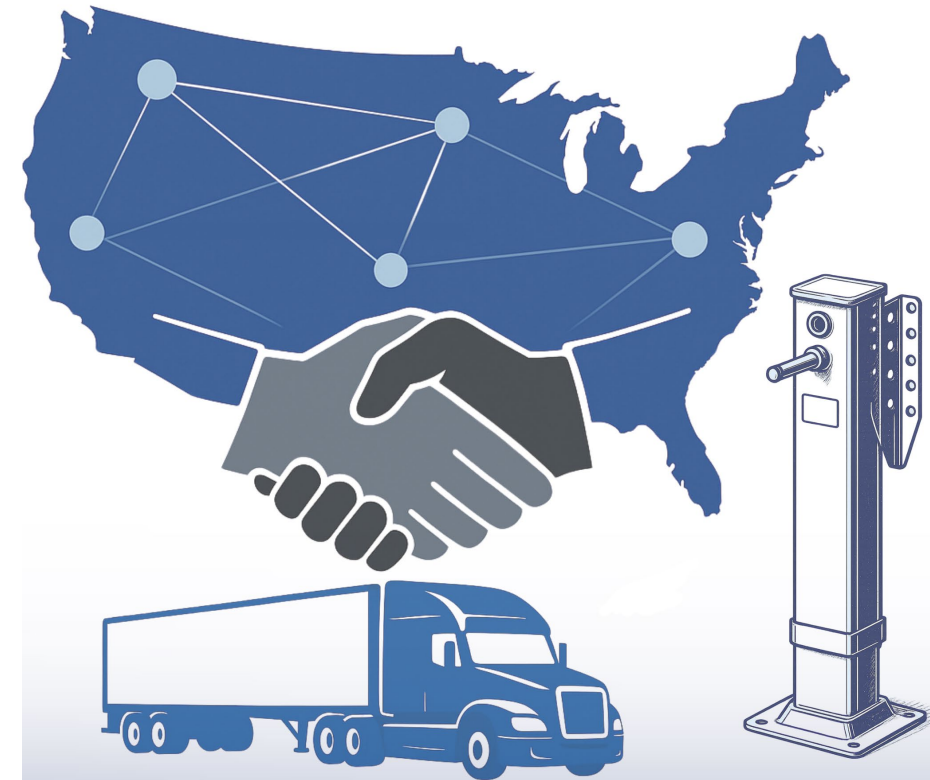
**ZERO DEFECT CULTURE**

## KEY TAKEAWAYS

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

# **JOST**

## **UNIFIED FOR EXCELLENCE**



## **SUPPLIER CONFERENCE 2025**

### **GRAND HAVEN, MI**

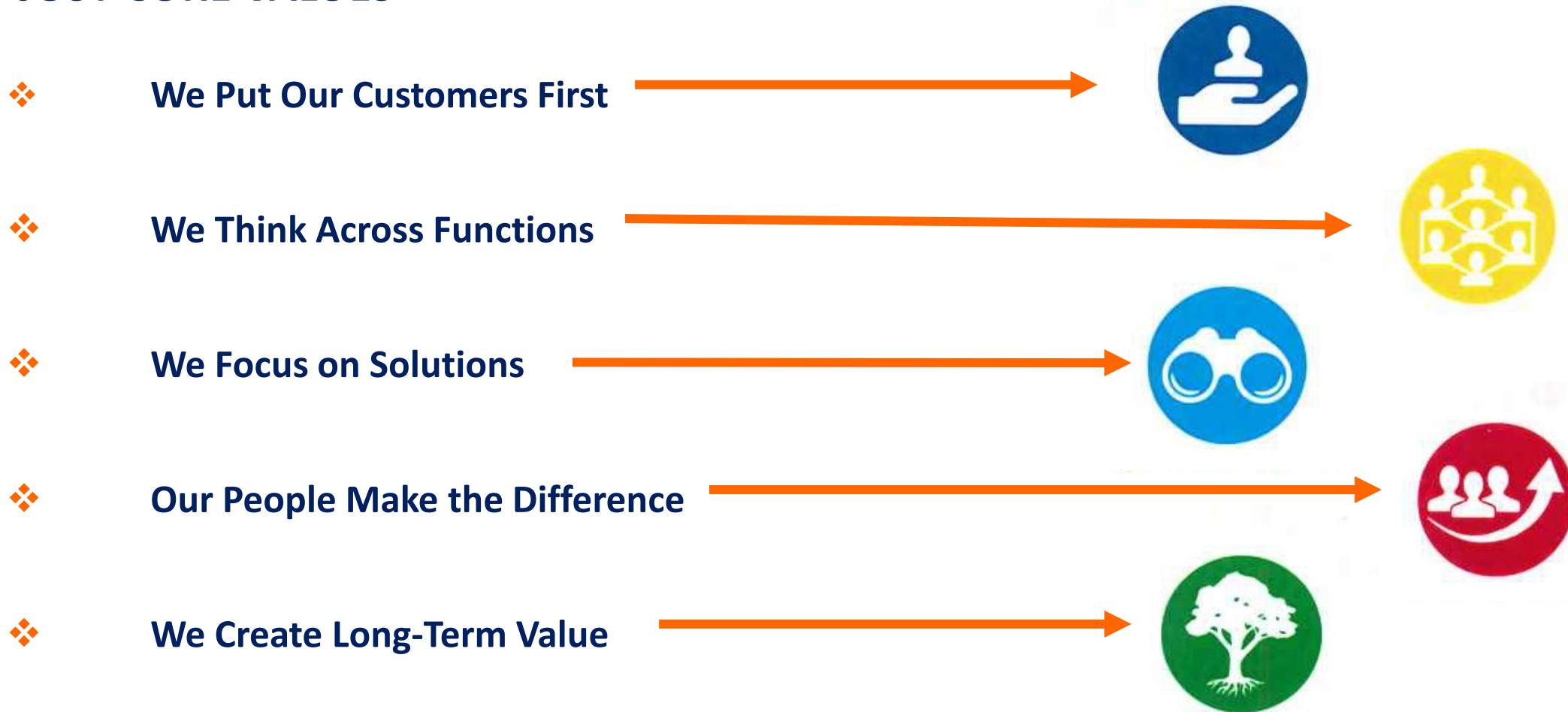
Bringing our national suppliers together to align, collaborate, and drive progress, united by a shared commitment to quality, innovation, and lasting partnership.

# WHAT IS QUALITY?

- ❖ QUALITY IS MEETING **CUSTOMER REQUIREMENTS** AND IS FITNESS FOR PURPOSE OF USE.
  - Customer and END USER SATISFACTION.
- ❖ 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.

- ❖ **Our commitment is for all JOST products and services to provide unsurpassed customer satisfaction through superior quality and premium value.**
  - Identify and then exceed customer expectations with innovative products and services that contribute to the customer's success.
  - Develop and maintain a shared commitment by all employees to continuously improve performance and to achieve zero defect processes, products, and services.
  - Develop highly skilled employees with industry-leading abilities that adhere to **JOST Core Values**
  
- ❖ **Suppliers are an Essential Element for JOST's Success.**
  - JOST has a goal of maintaining long-term relationships with suppliers
  - JOST is committed to the continued development and enagment with suppliers

# JOST CORE VALUES



**JOST'S COMMITMENT TO QUALITY IS ZERO DEFECTS**

# ZERO DEFECTS



- ❖ When it comes to Quality & Safety, ZERO defects must be the goal.

## *WHY 99% Is Not Good Enough*

- ❖ 99% Quality at **Hyundai**/Year equates to 1293 defects.
- ❖ 99% Quality at **Utility**/Year equates to 959 defects.
- ❖ 99% Quality at **Wabash**/Year equates to 915 defects.
- ❖ 99% Quality at **Aurora**/Year equates to 739 defects.
- ❖ 99% Supplier Quality to **JOST** equates to 455,903 defects.

## *WHY 99.9% Is Not Good Enough*

- ❖ 99.9% Quality at **Hyundai**/Year equates to 129 defects.
- ❖ 99.9% Quality at **Utility**/Year equates to 96 defects.
- ❖ 99.9% Quality at **Wabash**/Year equates to 91 defects.
- ❖ 99.9% Quality at **Aurora**/Year equates to 74 defects.
- ❖ 99.9% Supplier Quality to **JOST** equates to 45,590 defects.

# 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**.



DO IT RIGHT THE  
FIRST TIME

EVERY TEAM  
MEMBER OWNS  
QUALITY

CONTINUOUS  
IMPROVEMENT  
AND LESSONS  
LEARNED

**3 NO DEFECT PRINCIPLES - FOUNDATION**

# ZERO DEFECTS – ELEMENTS OF NO DEFECTS



## ❖ Thinking Elements

- Business Needs
- The Message
- The 3 Principles



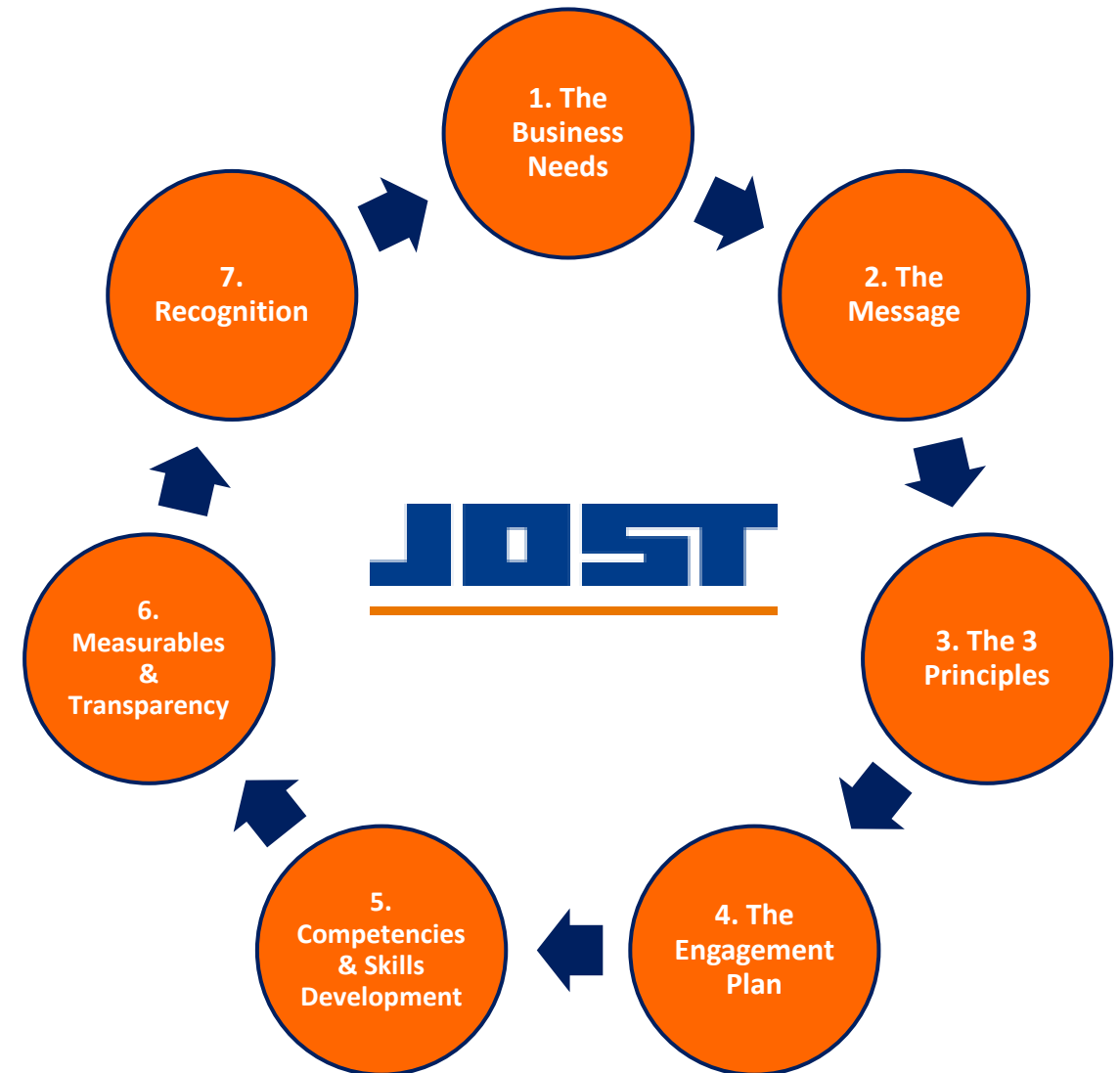
## ❖ Heart Elements

- The Engagement Plan
- Competencies and Skills Development



## ❖ Do Elements

- Measurables & Transparency
- Recognition



# ZERO 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)**

**Safety** 



Impacts from **DEFECTS** are not visible due to lack of transparency

- Organization values a culture with **NO DEFECTS** and metrics are measurable and transparent



Perception - Quality is a 

- Shift the mindset to **“EVERYONE OWNS QUALITY”**



Lack of capability of quality practices

- **QUALITY BASICS** are **UNDERSTOOD** by **EVERYONE – OWNERSHIP AND COMPETENCY**



### Establish Activities to Promote a Quality Culture



- ❖ Establish Metrics that Drive the Quality Culture (**Internal PPM, KPI, Scorecards,....**).
- ❖ Quality Topics at Leadership Meetings (**Tier Meetings, Management Review.....**).
- ❖ Establish a **No Defects** clock.
- ❖ Implement a Recognition Program (**End of Year Hourly Bonus Program, Monthly Quality Employee of the Month**).

# ZERO DEFECTS – COMPETENCY AND SKILL DEVELOPMENT FOR TEAM MEMBERS



- ❖ **Establish Quality Competency Framework (Skills Assessment & Proficiency Levels).**
- ❖ **Training Modules to Close the Gaps (THORS Academy).**
- ❖ **Incorporate Quality into Onboarding/Training (Team Member Orientation w/Review Critical Characteristics of Components).**
- ❖ **Include Innovative Processes and Practices (Artificial Intelligence, Vision Systems, Automation).**

Let **US** Take the Chance Together and Carry **JOST QUALITY** to the Next Level!

## ZERO DEFECTS – TRANSPARENCY



- ❖ **Transparency** is a **First Step** to **Continuous Improvement**.
- ❖ **Decide** what you want to consistently track per group.
- ❖ **Accept** that not every group will measure the same.



**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**

# ZERO DEFECTS – RECOGNITION PROGRAM



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.

A handwritten signature in black ink, appearing to read "Randy Smith".

Randy Smith  
VP of Quality



❖ **KARENA DINGESS**

❖ **SUPPLIER QUALITY  
ENGINEER**

❖ **4 months @ JOST**

- **ISO 9001:2015,  
IATF, Internal Auditor,  
Lead Auditor, Supplier  
Auditor Certification.**
- **Over 20 years  
experience in Quality,  
over 10 years experience  
in automotive as an  
SQE.**

A photograph of a man with a beard and a tan baseball cap, smiling while driving a truck. The image is partially obscured by blue geometric shapes on the left side.

# **PPAP REVIEW**

## KEY TAKEAWAYS

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

# **JOST**

## **UNIFIED FOR EXCELLENCE**

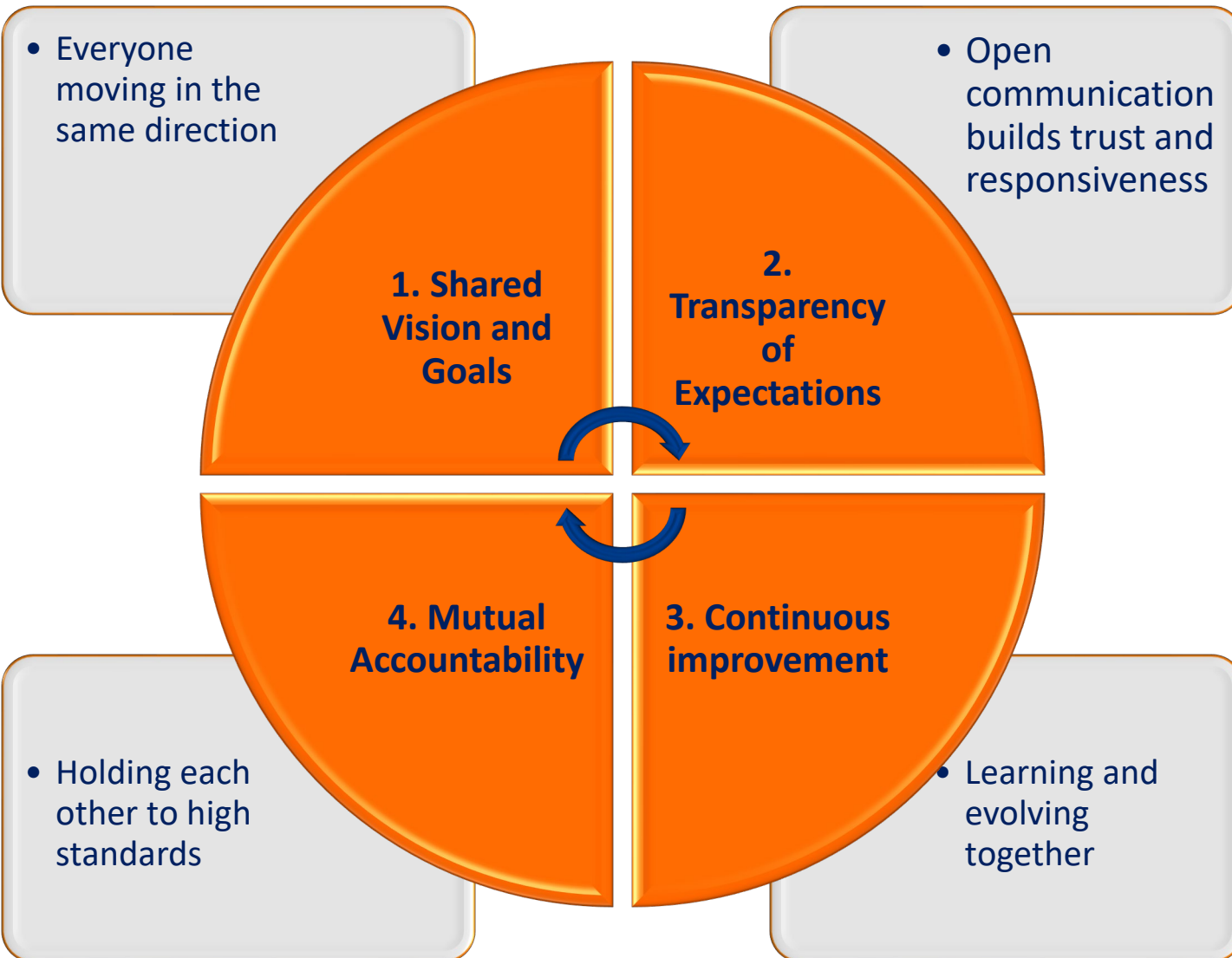


## **SUPPLIER CONFERENCE 2025**

### **GRAND HAVEN, MI**

Bringing our national suppliers together to align, collaborate, and drive progress, united by a shared commitment to quality, innovation, and lasting partnership.

# What does *alignment* mean?



## Why does it matter?

- **Reduces risk:** Fewer surprises, better anticipation of issues.
- **Improves Quality and Delivery:** Clear expectations = consistent output
- **Strengthens Relationships:** Trust and respect lead to long-term success.
- **Customer Satisfaction:** Customers and end users benefit when the supply chain is united.



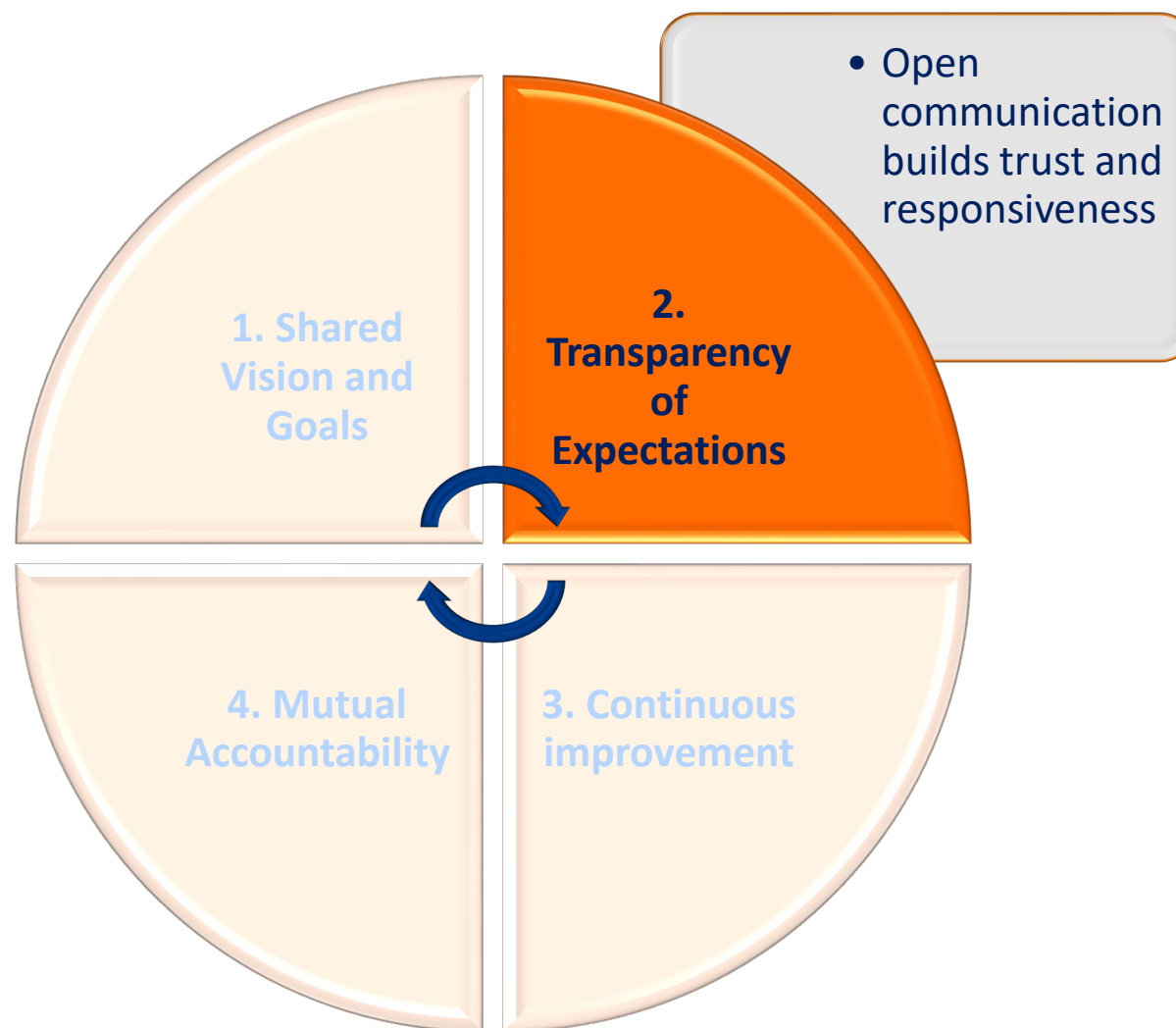
## Shared Vision and Goals

100% Quality 

100% On time delivery / correct quantity 

100% 1<sup>st</sup> submission PPAP success 

- JOST and our supply base should share the same goals to achieve a successful partnership.
- JOST will communicate supplier performance to these goals through Soft Facts Scorecards



## Corrective / Preventative Actions

While our common goal is 100% quality, we know things aren't *always* perfect.

When there is a non-conformance found at JOST or at our customer, a CPA will be issued (Corrective/Preventative Action). Our new CPA form clearly communicates what data we require and when each stage is due.

The JOST team will work with you as much as you would like, or as needed to help find a root cause and robust corrective action. Our goal is to prevent reoccurrence, so we can fulfill the 100% quality goal.

*Let's take a quick peek at the CPA form.*



Throughout the form you will see areas shaded in yellow, this will be the information you fill out.

We ask that the form be filled out as completely as possible.

With this form, we are giving you as much information as we can, such as traceability if known, where the defect was found (JOST, customer, etc.)

Whenever possible, we will add photos of the defect and other details to the “pictures” tab.

54

# Supplier CPA Form

CONTAINMENT						DUE DATE	
Sort Requested	Location	QTY Sorted	QTY Rejected	MFG Dates of Rejects	Completed Date		
<input checked="" type="checkbox"/>	JOST						
<input checked="" type="checkbox"/>	In-transit						
<input checked="" type="checkbox"/>	Supplier						
<input type="checkbox"/>	Other						
		0	0	Fallout %	#DIV/0! PPM	#DIV/0!	
CONTAINMENT METHOD							
(VI and data on separate tab)							
SUSPECT MANUFACTURING PERIOD		START	END				
ROOT CAUSE IDENTIFICATION						DUE DATE	
						8/26/2025	
Use the 5 why below. In addition, there are also more problem solving tools on other tabs. You may also use your own tools in conjunction with this 5 why.							
Problem Description:							
		Why 1	Why 2	Why 3	Why 4	Why 5	
OCURRENCE	0						
DETECTION	0						
SYSTEMIC	0						
HAS THE ROOT CAUSE BEEN VERIFIED?		YES	NO	Explain			
CAN YOU TURN THE ROOT CAUSE ON / OFF?		YES	NO	Explain			

Built in due dates

Basic sorting information at a glance that will auto calculate PPM and fallout %

Built in 5 why, plus additional tabs include 5M, Is/Is Not, and Fishbone.

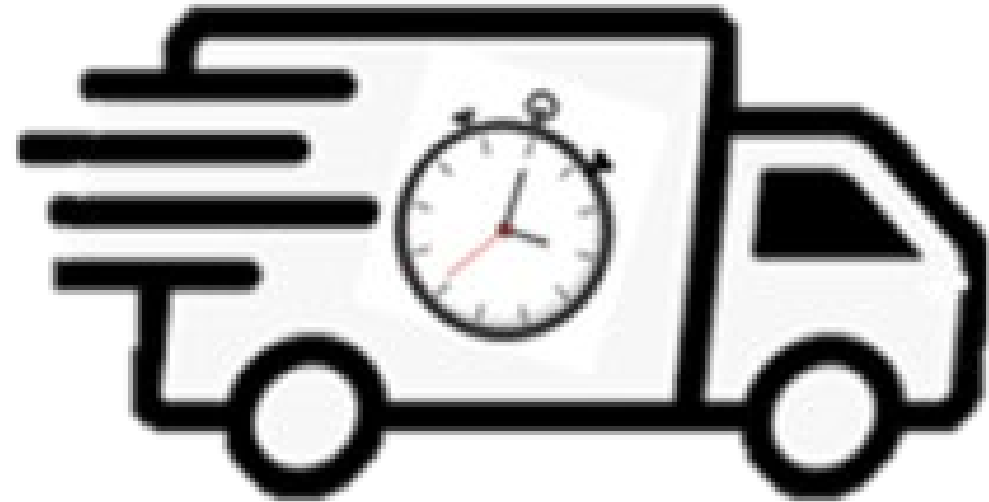
CORRECTIVE ACTIONS						DUE DATE	
ROOT CAUSE (Copy last "why" to this space)						8/26/2025	
CORRECTIVE ACTION PLAN						PLANNED DATE	ACTUAL DATE
	1a						VERIFIED
	2a						
	3a						
	1b						
	2b						
	3b						
	1c						
	2c						
	3c						
Extra space if needed for additional root cause / corrective action							
	1d						
	2d						
	3d						
PREVENTATIVE ACTIONS						DUE DATE	
						9/11/2025	
ACTION	Control Plan	<input type="checkbox"/>	PFMEA	<input type="checkbox"/>	PM Schedule	<input type="checkbox"/>	Work Instructions
DATE UPDATED							
ACTION	LPA	<input type="checkbox"/>	Procedures / Processes	<input type="checkbox"/>	Other	<input type="checkbox"/>	Other
DATE UPDATED							
Place copies of all updated documents on separate tabs.							
SIMILAR PROCESSES / EQUIPMENT / PARTS	PCA #	IMPLEMENTED	COMMENTS				
		YES NO					
		YES NO					
		YES NO					
		YES NO					
JOST on-site visit required to verify 8D?							
YES		NO					
<b>CLOSED! CONGRATULATE YOUR TEAM!</b>							

## **On Time Delivery / Correct Quantity**

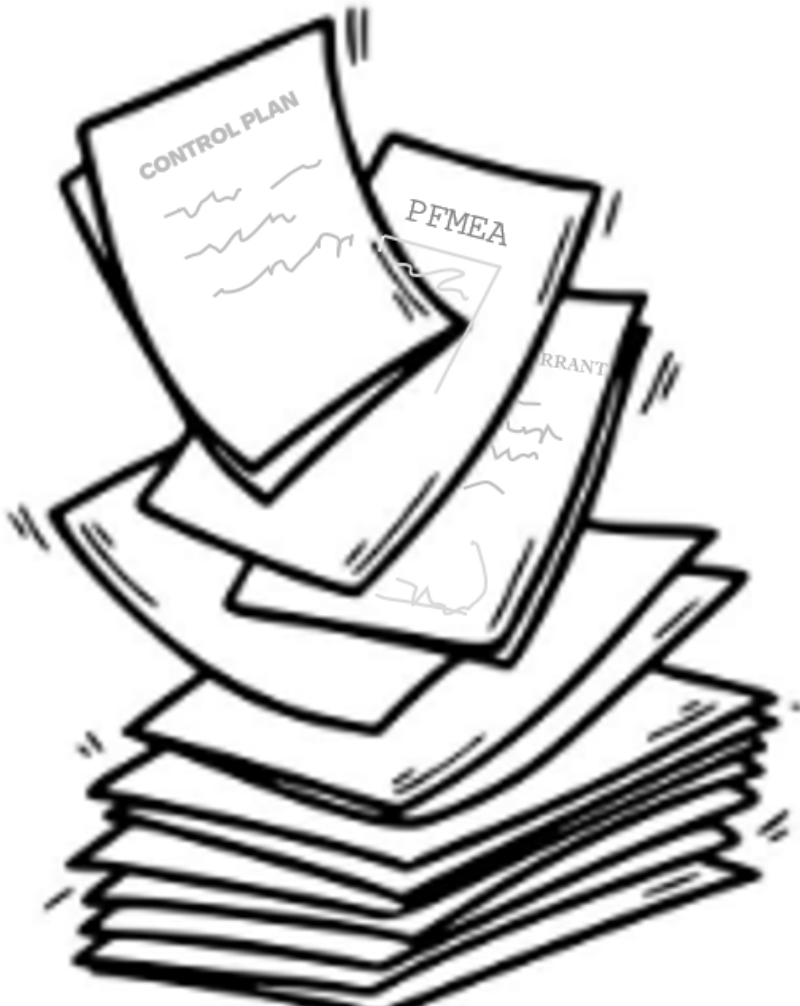
One of the functions of the SQE is to work closely with the receiving and purchasing teams.

We will report out to the supplier if OTD / QTY falls below 90% and will issue a CPA.

The SQE/Purchasing team will work together to make sure this information is accurate and timely. Again, the team at JOST is committed to helping our suppliers remedy these situations.



## PPAP Expectations



A PPAP request will be triggered by several events as outlined in the **QR 399 Process Change Notice** reviewed by Randy Smith earlier.

Our expectation is on-time submission of PPAP, with 1st time approval. If known, the due date will be communicated to you, or in some cases the implementation date that you provide will dictate the PPAP due date.

No matter how the due date is determined, you will need to adhere to that date, or communicate with the JOST team why the date cannot be met and provide a new proposed due date. Depending on the circumstances, we may be able to accomodate, but if not, we will work with you to find a solution that is acceptable for you, JOST and our customers.

# PPAP Expectations



## PPAP Submission Guidelines (Grand Haven)

Jost supplier:

Jost Grand Haven is updating the PPAP submission procedure in order to make the process more streamlined and consistent.

When a PPAP is requested from Jost, you will receive the following items:

1. Jost PSW

- a. This will outline the basic requirements for submission. You will need to fill out the applicable areas, sign, and return with the submission.

2. Jost PPAP zip file

- a. The zip file is separated into folders for each element that Jost typically requires. (all may not be needed, depending on the type of submission)
- b. Each individual folder will contain the basic requirements for the PPAP element, although Jost reserves the right to request less or more documentation.
- c. Some folders may contain Jost forms. Please use these if they are included in the folder. If no forms are included for a particular element, please use your own forms. Core documents should be in AIAG compatible format.
- d. The zip file will be used to return documents for submission. Please do not send one continuous PDF with all documents included.

- 1. Drawing
- 5. Process Flow Diagram
- 6. PFMEA
- 7. Control Plan
- 8. MSA
- 9. Dimensional Results
- 10. Material Performance Tests
- 11. Capability Study
- 14. Sample Parts
- 15. Master Sample
- 16. Checking Aids
- 17. Customer Specific Requirements
- 18. PSW

3. Bubbled drawing

- a. In most cases, Jost will provide the bubbled drawing to you. Each bubbled dimension will require a 3 pc layout unless otherwise specified.

4. In some cases, a request for first run visit will be made with PPAP. Please provide timing of PPAP or initial runs as soon as possible so we can make arrangements.

You will receive:



## PPAP Expectations

- Zip file
- Bubbled drawing (if needed)
- QSR-067 “JOST Part Submission Warrant”

# PPAP Expectations



## Example – PPAP Sample

Name	Date modified	Type	Size
PPAP Sample Placard	6/30/2025 1:24 PM	Microsoft Excel W...	23 KB
REQUIREMENTS	5/7/2025 7:17 AM	Adobe Acrobat D...	40 KB

What's in  
the  
folder?!?!?



### 14. Sample Parts

- A. Sample parts should come from initial run.
- B. Submitted parts are identified to be able to be traced to each parts unique layout data
- C. Parts are to be label as "PPAP" and packaged together in a way that makes them independent of any other parts.
- D. The supplier will notify the Jost quality team when samples are processed and shipped, with an ETA to the Grand Haven plant.

## PPAP SAMPLE PARTS

SUPPLIER \_\_\_\_\_

NAME AND EMAIL \_\_\_\_\_

JOST PART NUMBER \_\_\_\_\_

PART DESCRIPTION \_\_\_\_\_

JOST PLANT DESTINATION (Please ask JOST SQE for part destination)


☐ JOST HAYES ST.

☐ JOST 172nd ST.

Please print on ORANGE colored paper and affix to 2 sides of the container.


























 QSR-067 “JOST Part  
Submission Warrant”

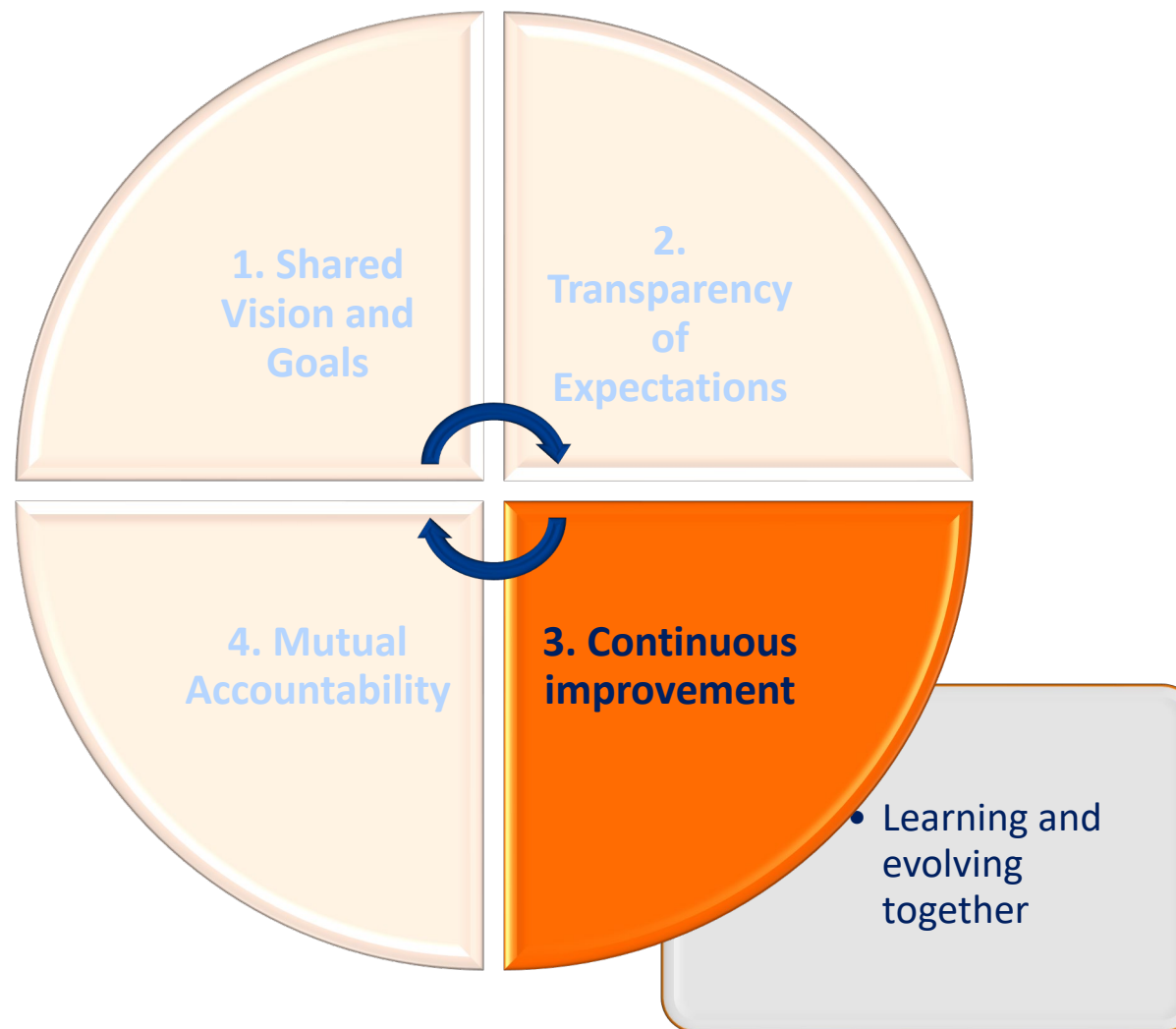
SUBMISSION INFORMATION CHECKLIST	
Requested	Submitted
<input type="checkbox"/>	<input type="checkbox"/> Initial Inspection Results
<input type="checkbox"/>	<input type="checkbox"/> Material Chemistry Certification
<input type="checkbox"/>	<input type="checkbox"/> Material Mechanical Certification
<input type="checkbox"/>	<input type="checkbox"/> Manufacturing Process Flow Diagram
<input type="checkbox"/>	<input type="checkbox"/> Control Plan / FMEA
<input type="checkbox"/>	<input type="checkbox"/> Inspection method validation (Gage R&R and/or MSA)
<input type="checkbox"/>	<input type="checkbox"/> Dimensional layout results for each piece per unique cavity, data is traceable back to each part
<input type="checkbox"/>	<input type="checkbox"/> Submitted parts are identified to be able to be traced to each parts unique layout data
	Note: Parts are to be label as "PPAP" and packaged together in a way that makes them independent of any other parts.
<input type="checkbox"/>	<input type="checkbox"/> 30 pcs capability study
<input type="checkbox"/>	<input type="checkbox"/> Risk Assessment & Contingency plan
<input type="checkbox"/>	<input type="checkbox"/> CQI _____

## Scorecard Communication

Quality					
	C...	Category (text)	Cr...	Criteria (text)	Long... Score No Fac...
<input type="checkbox"/>	1	Standards	1	ISO 9001	 10 <input type="checkbox"/> 10
<input type="checkbox"/>	1	Standards	2	IATF 16949	 1 <input type="checkbox"/> 1
<input type="checkbox"/>	1	Standards	3	ISO 14001	 1 <input type="checkbox"/> 1
<input type="checkbox"/>	1	Standards	4	ISO 50001	 1 <input type="checkbox"/> 1
<input type="checkbox"/>	1	Standards	5	OHSAS 18001	 <input checked="" type="checkbox"/> 1
<input type="checkbox"/>	2	Quality of 8D-Report	6	Quality of 8D-Report	 1 <input type="checkbox"/> 5
Purchasing					
	C...	Category (text)	Cr...	Criteria (text)	Long... Score No Factor
<input type="checkbox"/>	3	Logistics general	7	Communication	 10 <input type="checkbox"/> 1
<input type="checkbox"/>	3	Logistics general	8	Reliability	 10 <input type="checkbox"/> 1
<input type="checkbox"/>	3	Logistics general	9	Flexibility	 10 <input type="checkbox"/> 1
<input type="checkbox"/>	3	Logistics general	10	Escalation management	 8 <input type="checkbox"/> 1
Supplier impact					
	C...	Category (text)	Cr...	Criteria (text)	Long... Score No Fac...
<input type="checkbox"/>	5	Objects	2	Has there been a recall?	 10 <input type="checkbox"/> 1
<input type="checkbox"/>	5	Objects	3	Has there been a field action?	 10 <input type="checkbox"/> 1
<input type="checkbox"/>	5	Objects	5	Customer disruption caused by supplier	 10 <input type="checkbox"/> 1

### Score Soft Facts: 83

Class	Score	Factor	
Quality	60.00	2	
Logistics	95.00	1	
Purchasing	100.00	1	
Service provid...	0.00		
Supplier impact	100.00	1	



## Continuous Improvement Through Supplier Development

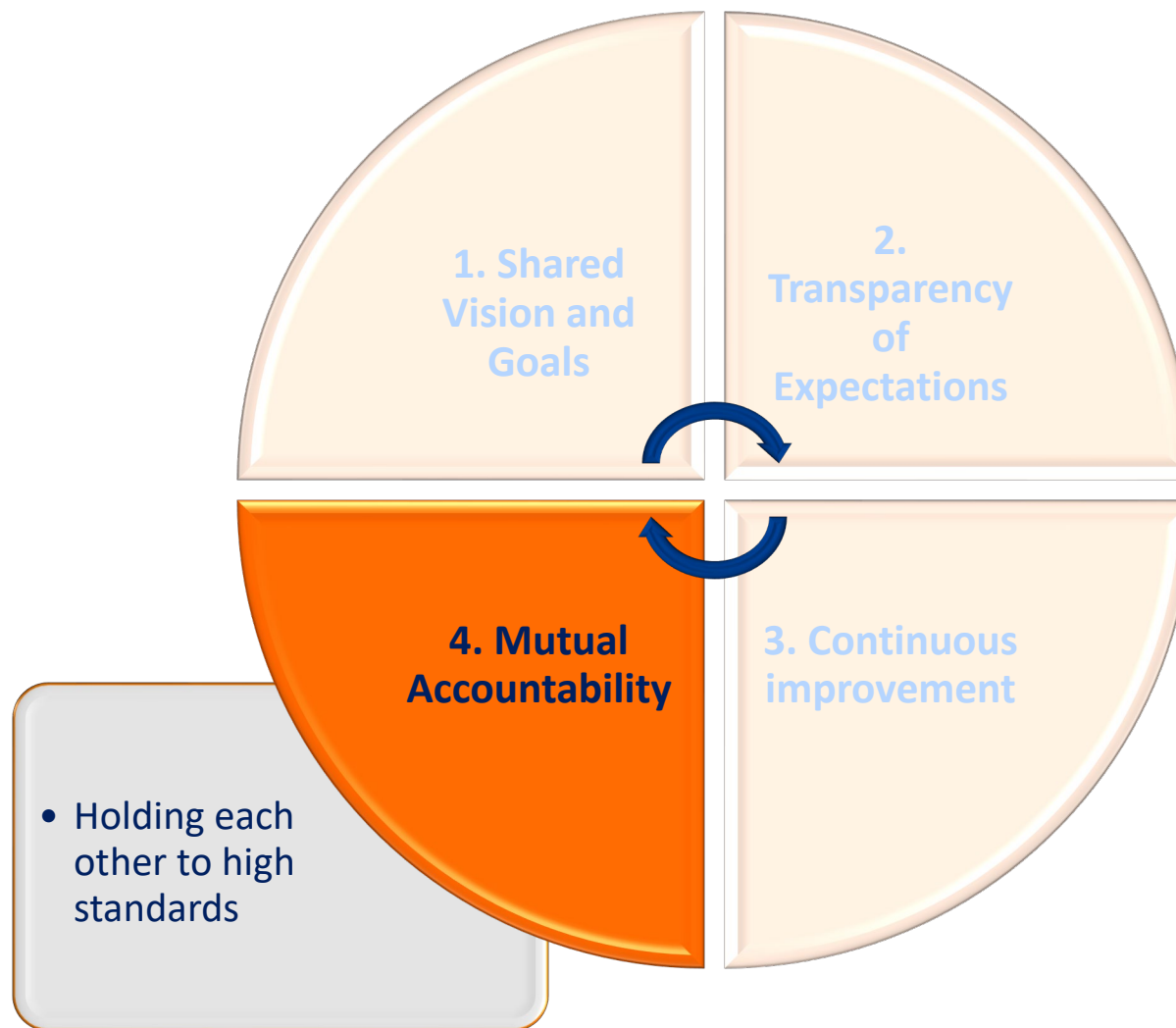
As JOST GH's SQE, my main goal is to help our supply base be the best you can be! Supplier visits can be a great tool to help that happen.

**Informal visits** – I have already seen a few of you at your facilities and have learned a lot. Sometimes just a simple plant tour can reveal opportunities that can be taken advantage of to help both JOST and the supplier. A visit might be triggered by new tooling, process change, corrective action verification, or many other reasons.

**Supplier Audits** – There may be a few reasons for an audit, such as a new supplier, new facility, or gap analysis. These can be a GREAT tool to identify gaps in the manufacturing process or QMS. Together, we can find opportunities for preventative measures that can reduce quality issues and increase efficiency.

In both cases, we will work together with the opportunities that we find to improve quality and partnerships. I am grateful for the opportunity to meet you, your operators, and see your process. I strive to make our visits enjoyable, effective and productive.





## Mutual Accountability

### JOST

- 🤝 Providing a dedicated Supplier Quality Engineer to assist with the needs of JOST and our suppliers.
- 🤝 Clear direction of quality and delivery expectations through drawings, communication and the JOST Supplier Quality Manual.
- 🤝 Providing our customer base and the end users a world-class product that is #1 in Safety and Quality

### Suppliers

- 🤝 Working with the SQE and the rest of the JOST team to quickly solve quality issues when they happen; and to identify and implement preventative measures before they happen.
- 🤝 On time delivery of quality products and services.
- 🤝 Providing our customer base and the end users a world-class product that is #1 in Safety and Quality



**BREAK – 10 minutes**



❖ **CONNOR  
MOYNIHAN**

❖ **MARKETING  
MANAGER**

➤ **10 YEARS OF  
MARKETING & SALES  
EXPERIENCE ACROSS  
DIFFERENT INDUSTRIES**

➤ **1.5 YEARS AT JOST**

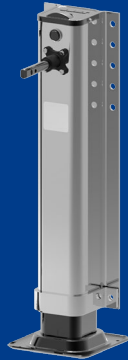
A photograph of a man with a beard and a tan baseball cap, smiling while sitting in the driver's seat of a truck. He is wearing a light blue button-down shirt. The background shows the interior of the truck and a view through the windshield. The image is partially overlaid with blue geometric shapes on the left side.

**PRODUCT REVIEW**

# Products for Trailers



Landing gear products for heavy-duty commercial trucking applications



Aluminum landing gear for weight saving



Drop leg Landing gear, for gooseneck and specialty trailers.

**AAR Kingpins**



**SAE Kingpins**



**Bolt in Style Kingpins**



**Turntables**



# LANDING GEAR PRODUCT LINE

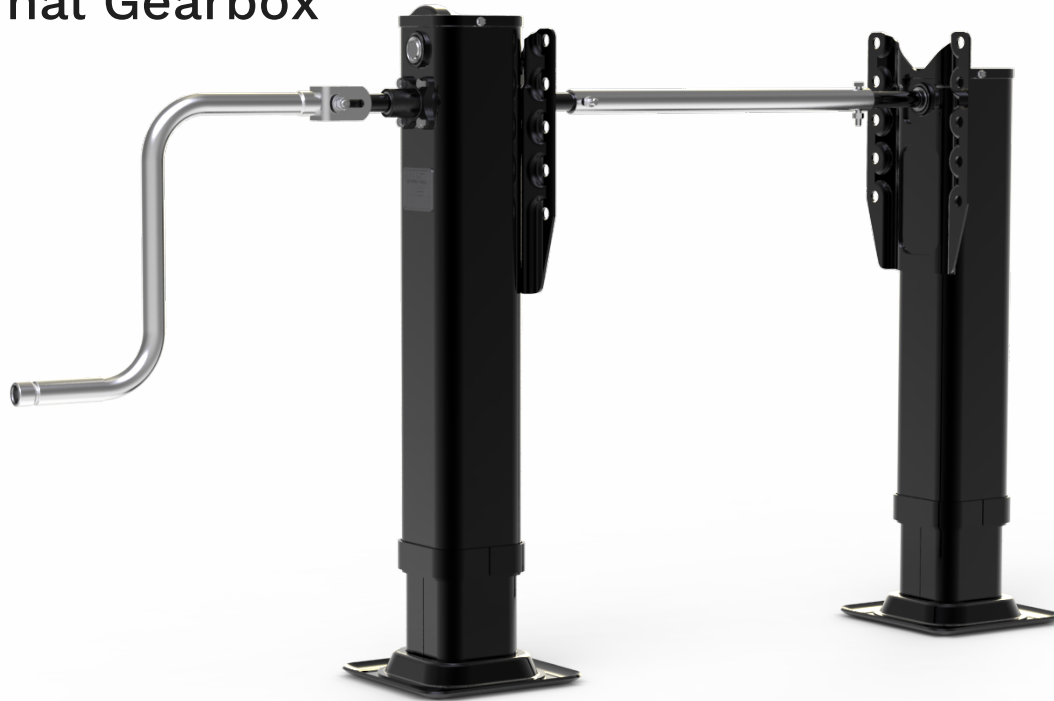


Series	Wood	AD500	A400-DD	L300	A400	A420	A440	A450	H450	UL500	AX100	A450 GAL
Description	Supports Trailer	Drop Leg	Cranking Drop Leg	Aftermarket	Container Chassis	OEM Standard	Harsh Weather	Long Trade Cycle	Heavy Duty	Light Weight	Extreme Light Weight	Galvanized
Static Load	A lot - When used in pairs	20,000 lbs Per Leg	35,000 lbs	140,000 lbs	160,000 lbs	160,000 lbs	170,000 lbs	170,000 lbs	200,000 lbs	160,000 lbs	160,000 lbs	170,000 lbs
Lift Capacity	None	None	35,000 lbs	50,000 lbs	55,000 lbs	55,000 lbs	62,000 lbs	62,000 lbs	70,000 lbs	50,000 lbs	55,000 lbs	62,000 lbs
Side Load	Unknown	Unpublished	14,000 lbs	26,000 lbs	29,000 lbs	29,000 lbs	33,000 lbs	33,000 lbs	33,000 lbs	26,000 lbs	29,000 lbs	33,000 lbs
Temp Rating	Very Low	Very Low	-12° F	-12° F	-12° F	-12° F	-50° F	-50° F	-50° F	Model Dependent	Model Dependent	Model Dependent

- A400 Series: Standard OEM Legs
- A450 Long Trade Cycles, like Fedex Trailers
- We have over 700 landing gear deviations

# Internal Gear Box

JOST Internal Gearbox

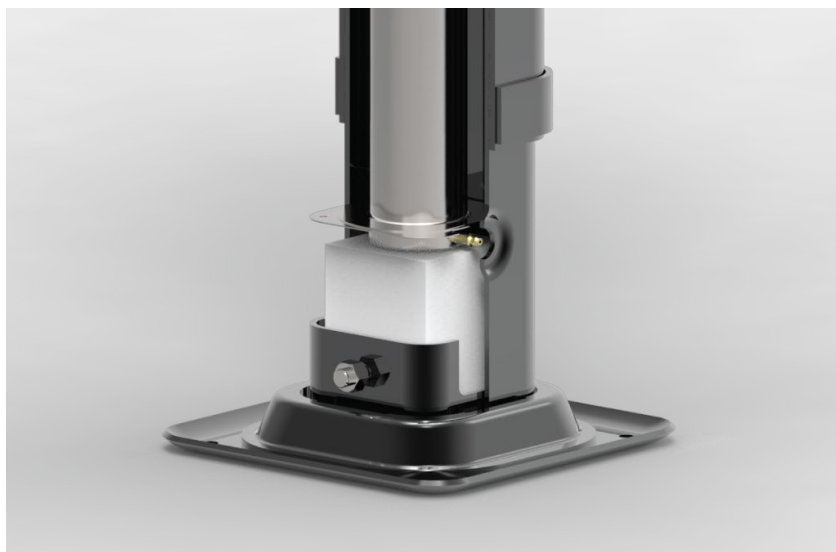


Competitor



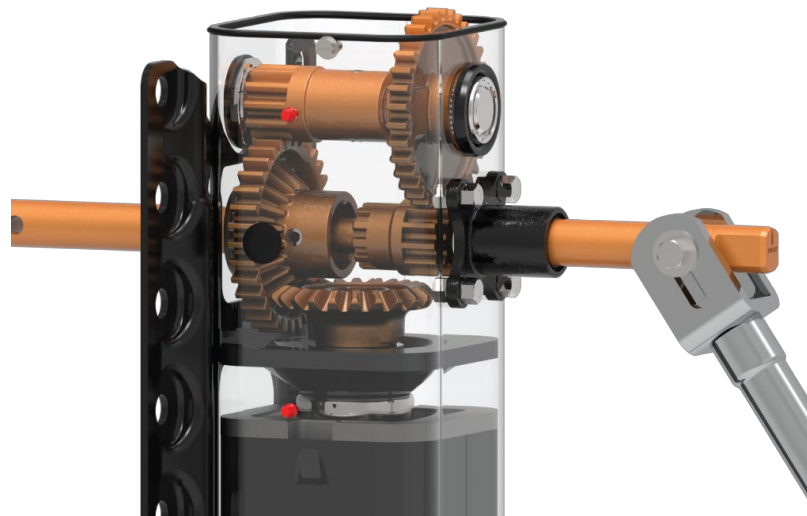
Exposed external  
gearbox

## WHAT SETS US APART FROM COMPETITORS



### **5 YEARS MAINTENANCE FREE**

JOST's signature internal gearbox is completely filled with low-temperature grease to improve the lifetime performance of the product.



### **SIGNATURE INTERNAL GEARBOX**

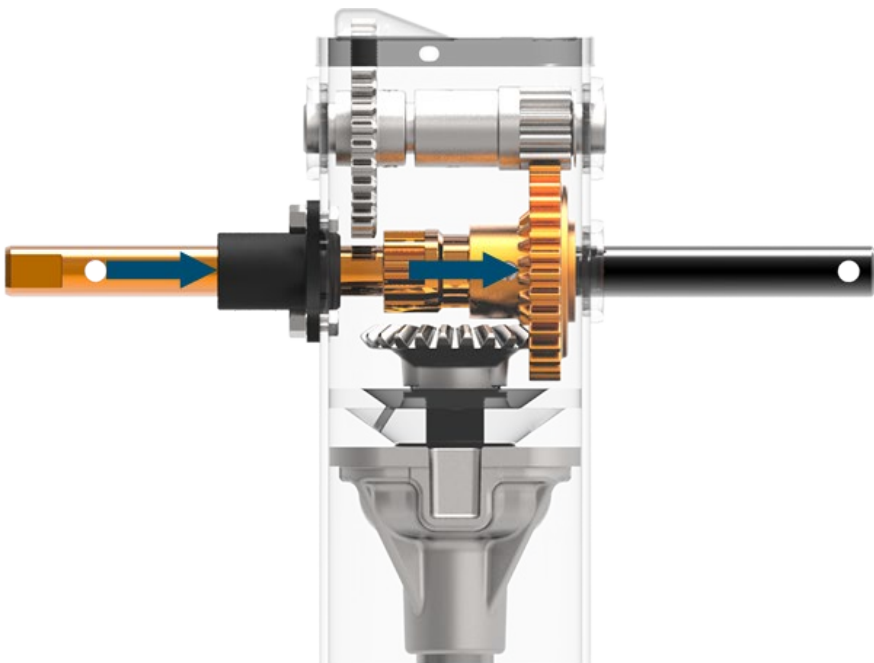
A rechargeable powder-coated grease tube fully encases elevating screw, bathing the screw in grease with every extension.

## Ease of Operation

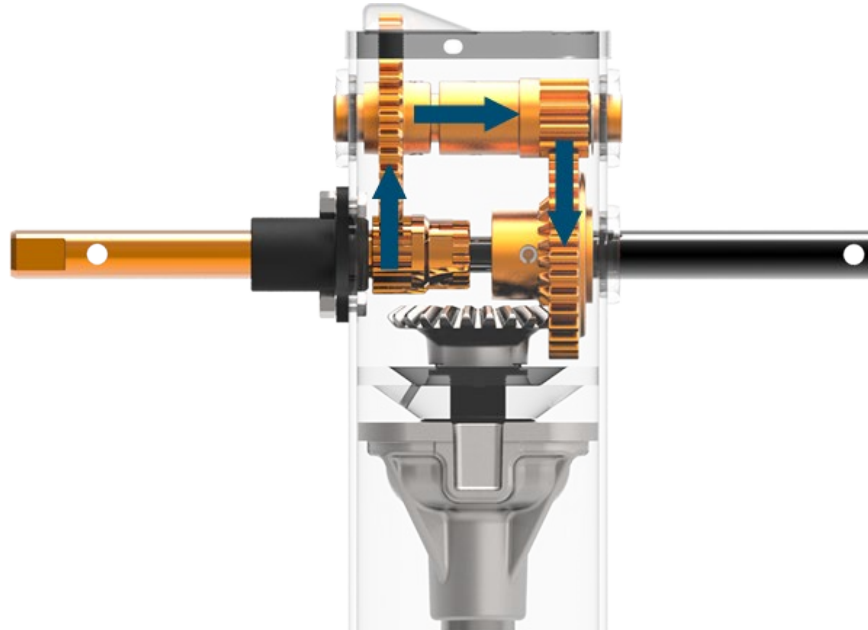
### Patented Gear-in-Gear technology

- Allows easy shifting between high and low gear.

-Minimum grease to move when shifting

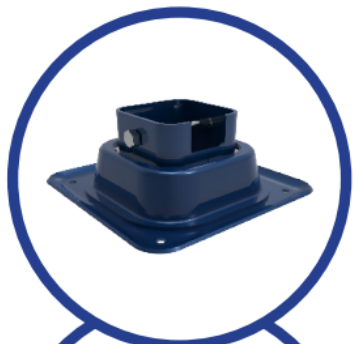


High Gear 3.5 Turns / Inch



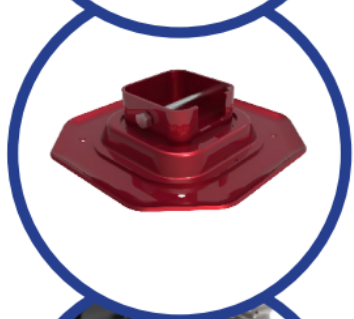
Low Gear 32 Turns / Inch

## PRODUCT UPGRADES



### Double Cushion Foot

Tough situations call for forgiving equipment. The double cushion foot provides the forgiveness and reliability a tough environment calls for. With twice the cushion inside of the shoe, a trailer can withstand a greater impact than before, without risking damage to the landing gear.



### Wear Resistant Cushion Foot

The abrasive pavement has met its match. The wear resistant cushion foot is built stronger to last longer - up to 2.5X longer. Maximizing durability with 450 HBW abrasion resistant steel, preventing wear on the bottom of the shoe.



### Dual Elevation Nut

With a second elevation nut inside the leg, and the double cushion foot below, the risk of a damaged leg collapsing is controlled. The additional nut floats above the primary nut and acts as a backup.



### Ergonomic & Robust Crank Handle

Designed for longevity, this handle can be powder coated or galvanized. It is also designed with a larger, ergonomic grip.

- Ideal for applications with heavy wear and tear on equipment
- Suitable for high drop-and-hook rates
- Commonly used in distribution centers
- Frequently paired with terminal tractors
- JOST products are specifically designed to withstand these conditions
- Built to combat heavy wear experienced by trailers

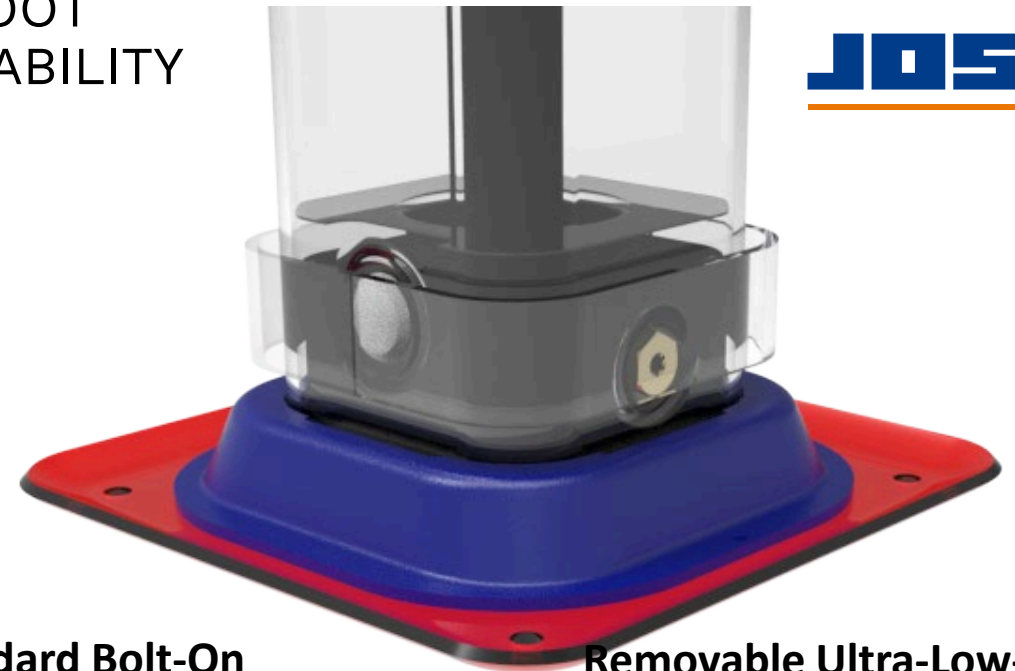
# REMOVABLE ULTRA-LOW-PROFILE CUSHION FOOT MAXIMUM GROUND CLEARANCE, WITH REPLACABILITY



## Why Upgrade?

By converting your standard or aluminum low-profile legs to the removable ultra -low-Profile option, you unlock:

- Enhanced operational flexibility in tight or low-clearance environments
- Faster turn-around on service calls and part replacements



## Key Benefits

- +1" Extra Ground Clearance than standard bolt on shoe options.

## Removable Design

- Fits virtually any JOIST bolt-on Shoe upgrade options including, **Double Cushion Foot, Wear Resistant Cushion Foot, and the Extreme Double Cushion Foot**

## Improved Serviceability

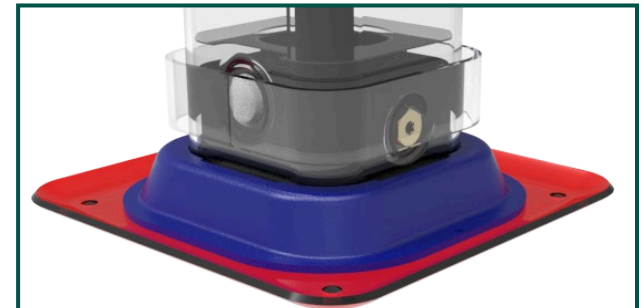
- Simplified access for inspections & maintenance
- Premium upgrade opportunity for existing fleets

## Standard Bolt-On



Ground clearance limited by bolt head

## Removable Ultra-Low-Profile



Shoe ascends into upper tube for increased clearance

VS

The Removable Ultra-Low-Profile cushion foot adds a full inch of ground clearance and a detachable design for easy maintenance—delivering rugged durability and reliable performance in any fleet application.





❖ JOSH LANORE

❖ LEAD ENGINEER

❖ 1 year at JOST

- Lead Engineer for Trailer Products at JOST, managing product development team.
- 25+ years of manufacturing and engineering experience across furniture, industrial, and automotive sectors.
- Former Engineering Manager at Michigan Spring and Stamp.

A photograph of a man with a beard and a tan baseball cap, smiling while sitting in the driver's seat of a truck. The image is partially obscured by blue geometric shapes on the left and top. The background shows the interior of the truck and a view through the windshield.

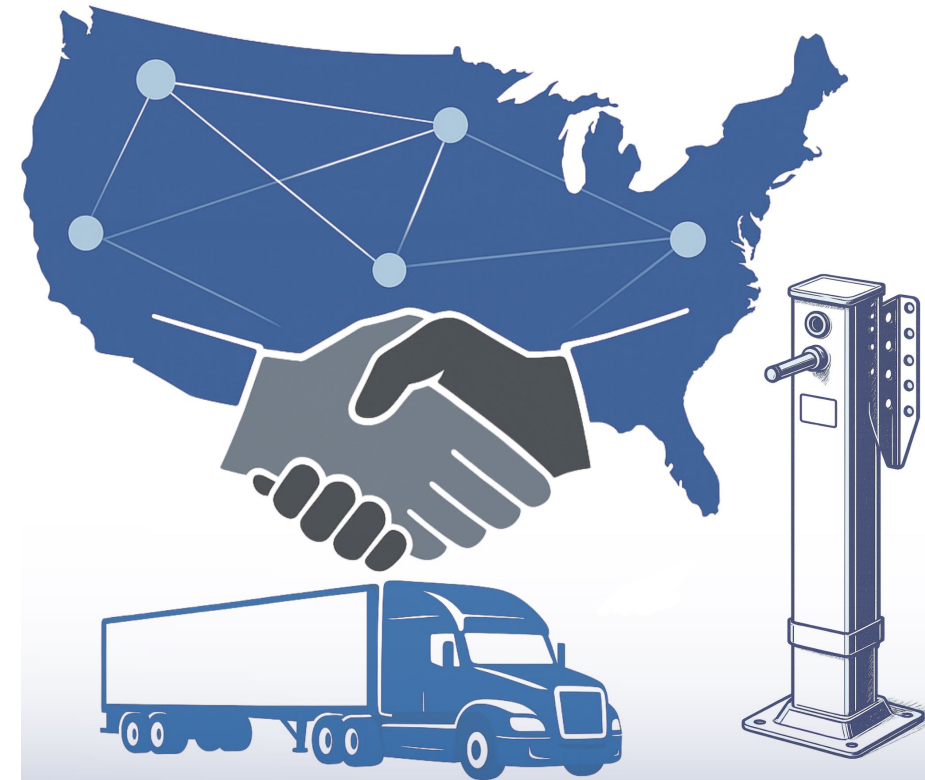
**PRODUCT INNOVATION & FUTURE  
TECHNOLOGY**

## KEY TAKEAWAYS

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

# **JOIST**

## **UNIFIED FOR EXCELLENCE**



## **SUPPLIER CONFERENCE 2025**

### **GRAND HAVEN, MI**

Bringing our national suppliers together to align, collaborate, and drive progress, united by a shared commitment to quality, innovation, and lasting partnership.

# JOST INNOVATIONS: Current & Future



We develop smart systems, combining safety and technology.



# INNO VATION



Loc-light Sensor Wheel



Damage Proof Handle (in Development)



North American EZ Drive Automatic Landing Gear (In Development)

# What Is INNOVATION TO JOST?



## ❖ Definition...

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

## ❖ JOST...

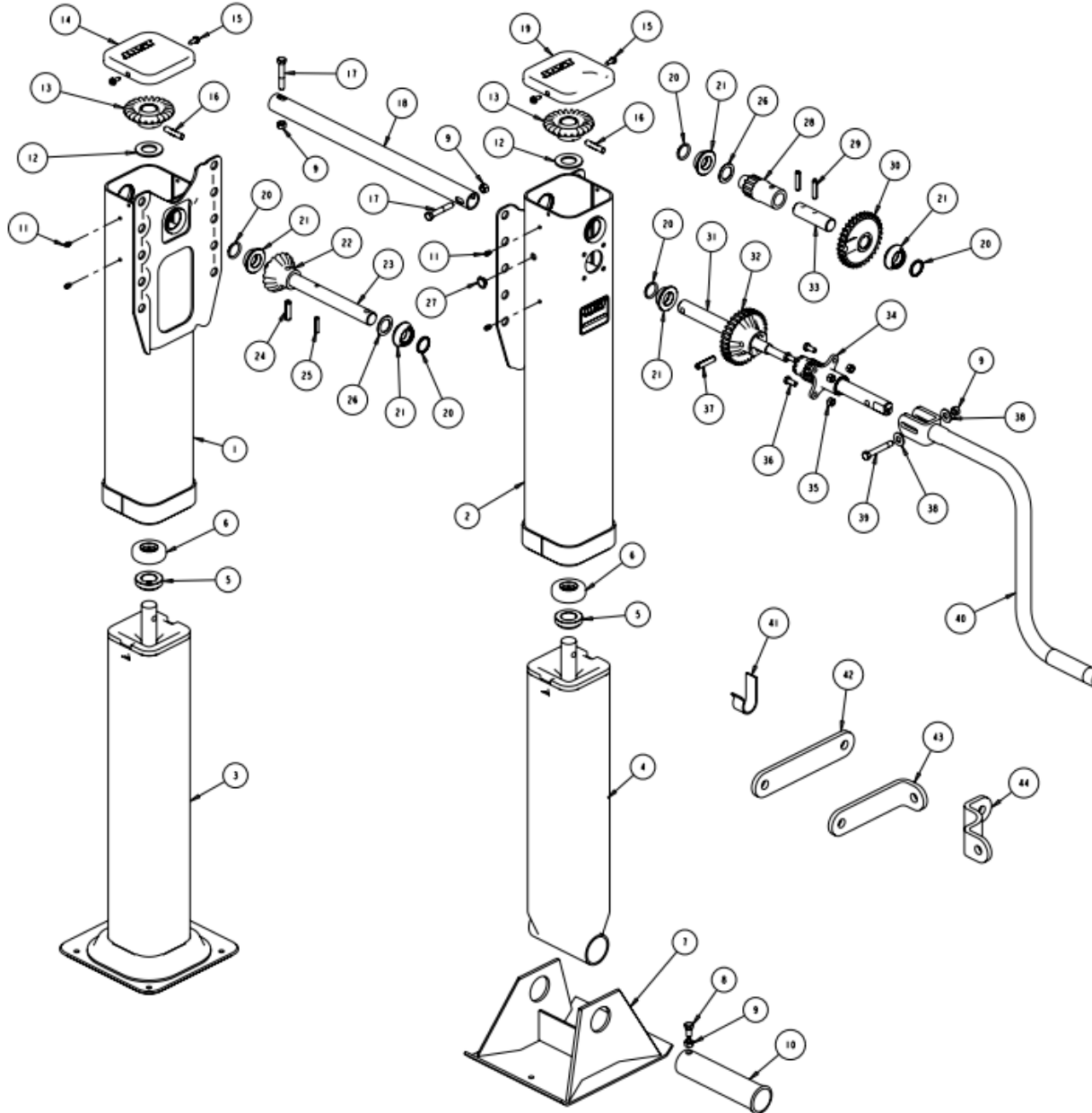
- It is a distinct pathway to solving business challenges & gaining competitive advantages.

## ❖ Suppliers...

- Supplier innovation can significantly accelerate product development cycles.
  - By actively collaborating with one another, we can improve processes and/or services together.



# Supplier Contributions



- ❖ Sheet Metal
- ❖ Steel Tubing
- ❖ Ductile Iron Components
- ❖ Aluminum Extrusions
- ❖ Hardware
- ❖ Grease
- ❖ Machined Components
- ❖ Processing
- ❖ ...and much more

# EZ Drive – Electronically Driven Landing Gear



JOST setting the new standard in:

## Workplace safety

- Ergonomics

## Convenience

- Access restricted landing gear

## Efficiency

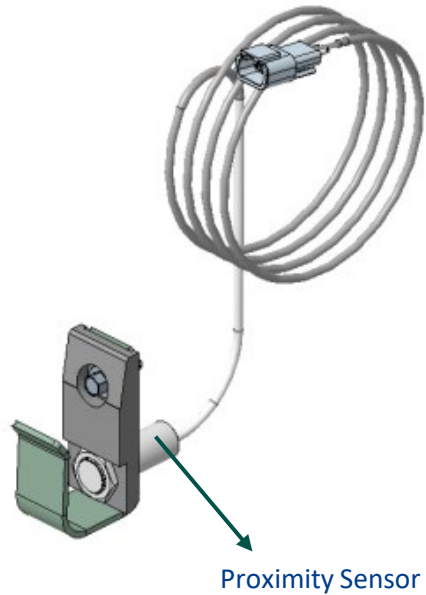
- Frequent coupling and decoupling of trailers

Maintains JOST tried and tested quality

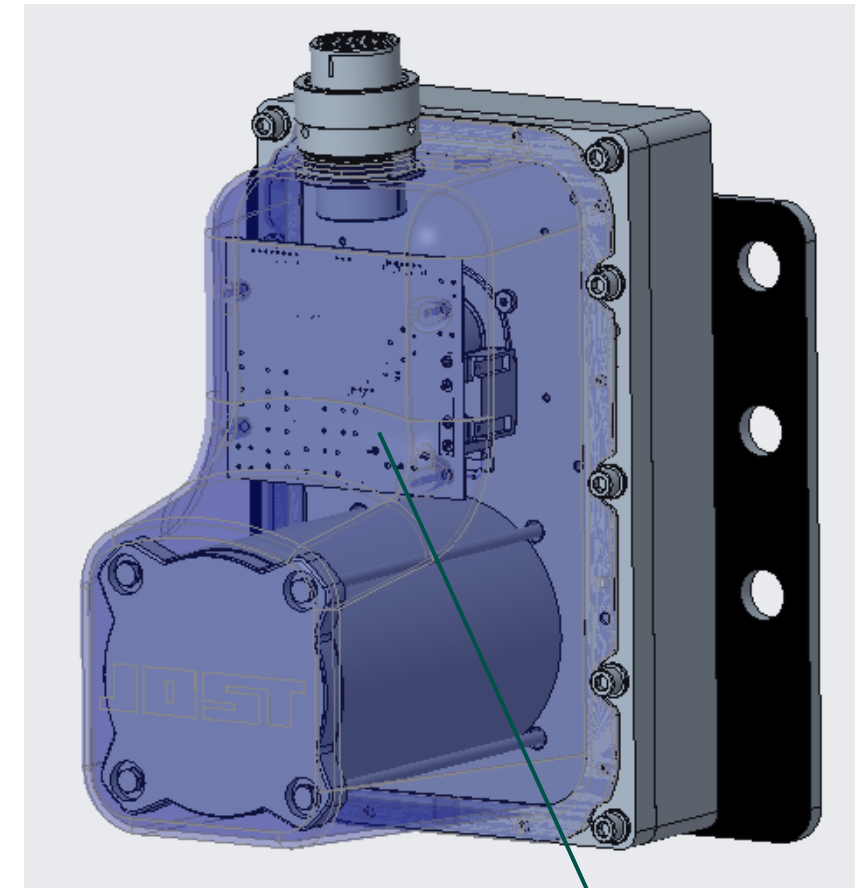
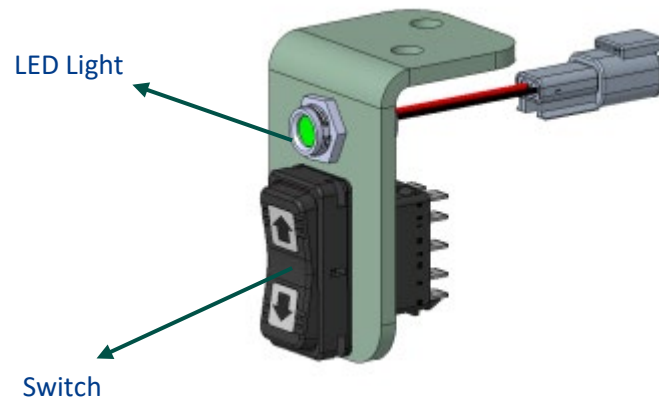




# EZ Drive - Technology



- ❖ Temperature Sensors
  - ❖ Automatic switching the PCB into high amp mode for cold weather
- ❖ Single press rocker switch
  - ❖ Automatic mode
  - ❖ Manual mode
- ❖ LED retraction light
- ❖ Crank handle proximity sensor
  - ❖ Operator safety



Temperature Sensor

# Kingpin Serialization



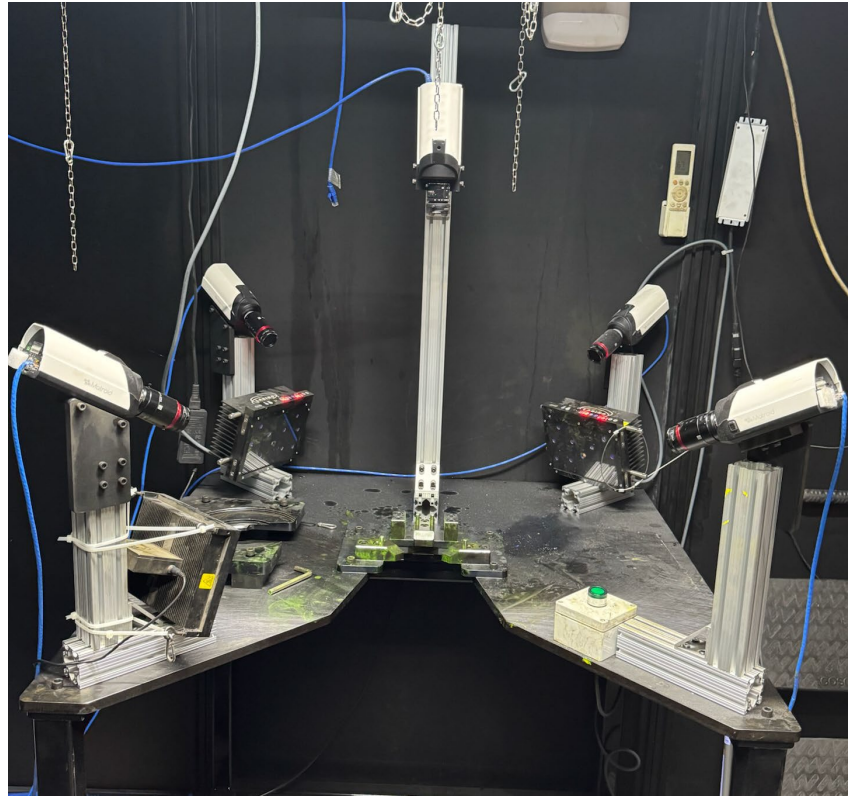
Each kingpin will have a serialized QR code etched into its surface. The QR code will trace back to each of the following:

- ❖ Material certifications
- ❖ Forging manufacturer
- ❖ JOST machining center and processes
- ❖ Hardness
- ❖ NDT Testing
  - ❖ Photos of magnetic particle inspection
  - ❖ Ultrasound inspection recording

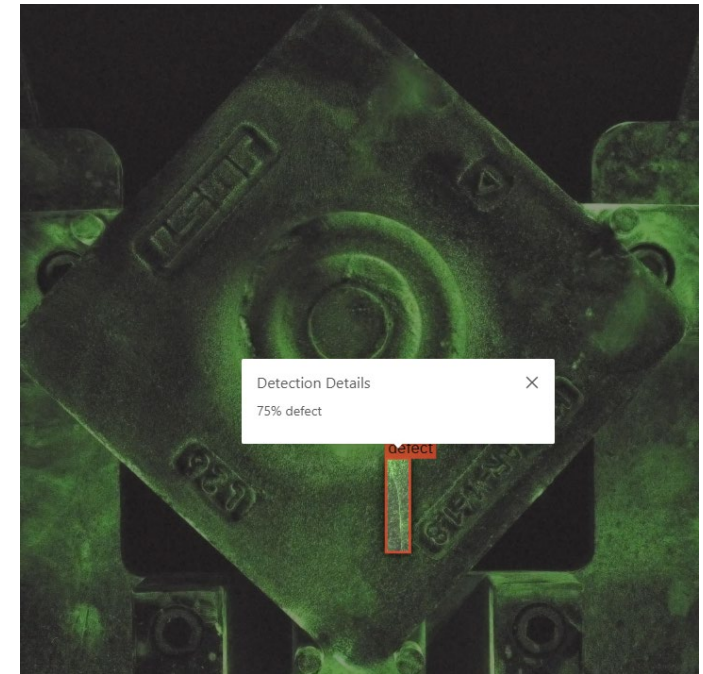


# Kingpin AI Inspection

- ❖ Fully automates the NDT inspection process.
  - ❖ Removes human error from the inspection process.
    - ❖ Reducing the risk of defects reaching the customer
- ❖ AI evaluates the inspection photos for defects.
  - ❖ Then marks non-conforming parts
- ❖ Photos give traceability of magnetic particle processing.
  - ❖ Photos are then saved and connected to the serialization QR code.



**JOST**

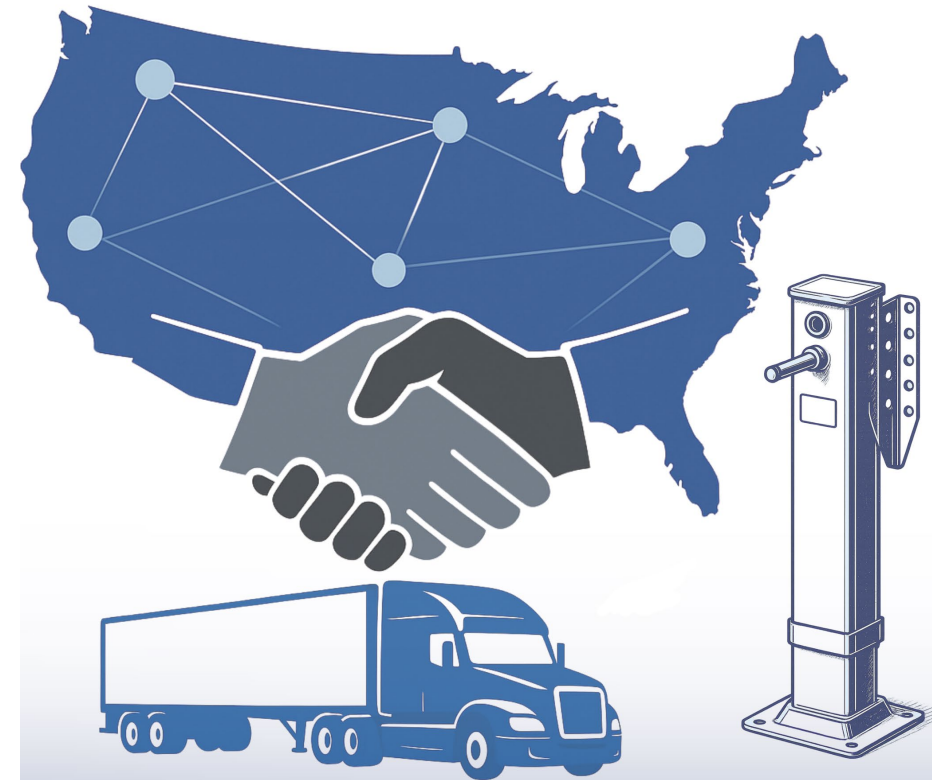


## KEY TAKEAWAYS

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

# **JOIST**

## **UNIFIED FOR EXCELLENCE**



## **SUPPLIER CONFERENCE 2025**

### **GRAND HAVEN, MI**

Bringing our national suppliers together to align, collaborate, and drive progress, united by a shared commitment to quality, innovation, and lasting partnership.

# 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.

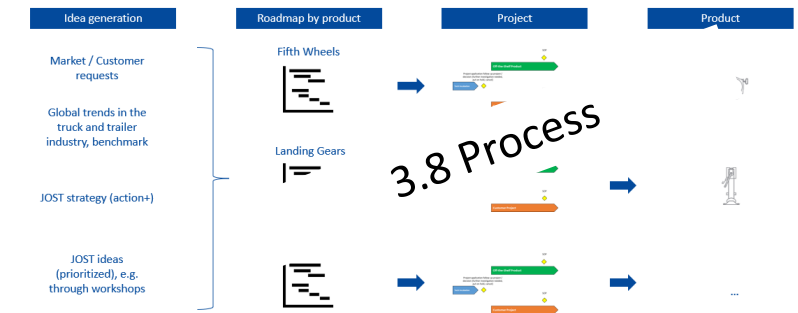
## ❖ Top Items Currently on the List:

- Program Manager Hire – Starting Aug 25 ●
- Development of a Gate Review Process for all Programs ●

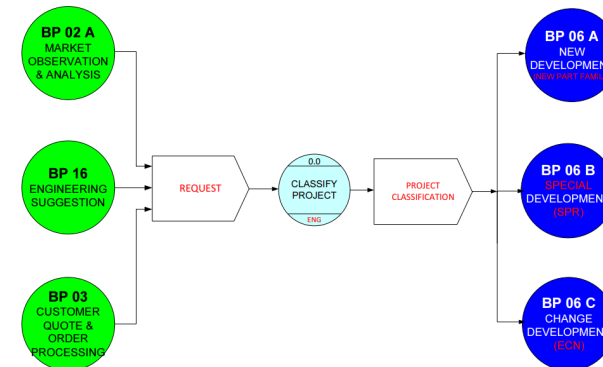
## ❖ Key Developments/Opportunities

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

Overview – from idea to product



BASIC PROCESS 06:  
DEVELOPMENT AND PRODUCT PLANNING



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.



❖ **Brian Oestreich**

❖ **PRINCIPAL ENGINEER**

❖ **12 years at JOST**

- **Lead and mentor design teams in product design verification and product validation**
- **Leading test equipment upgrades & modernizing test methods**
- **Resident grease expert relating to Landing Gear**

A photograph of a man with a beard and a tan baseball cap, smiling while driving a vehicle. He is wearing a light blue button-down shirt. The image is partially obscured by blue geometric shapes on the left and top. The background shows a blurred view of a road and other vehicles.

**PRODUCT TESTING**

# JOST TESTING

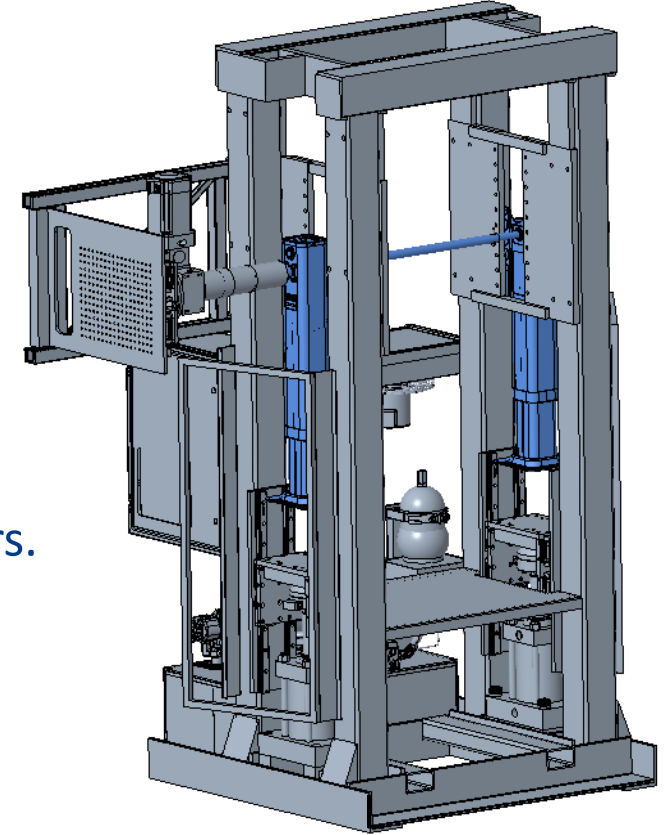


## ❖ Why do we test?

- Safety
- Compliance
- Performance
- Consistency
- Cost Initiatives

## ❖ But WHY do we test?

- System level testing is the hardest to setup in a digital environment.
- Physical testing is usually the last line of defense to protect our customers.
- Engineers make assumptions in their calculations while setting up their models for analysis and simulations.
- The real world is not theory
  - Tolerances can be challenging
  - Process variation exists
  - Customer use cases, or lifespan expectations may change

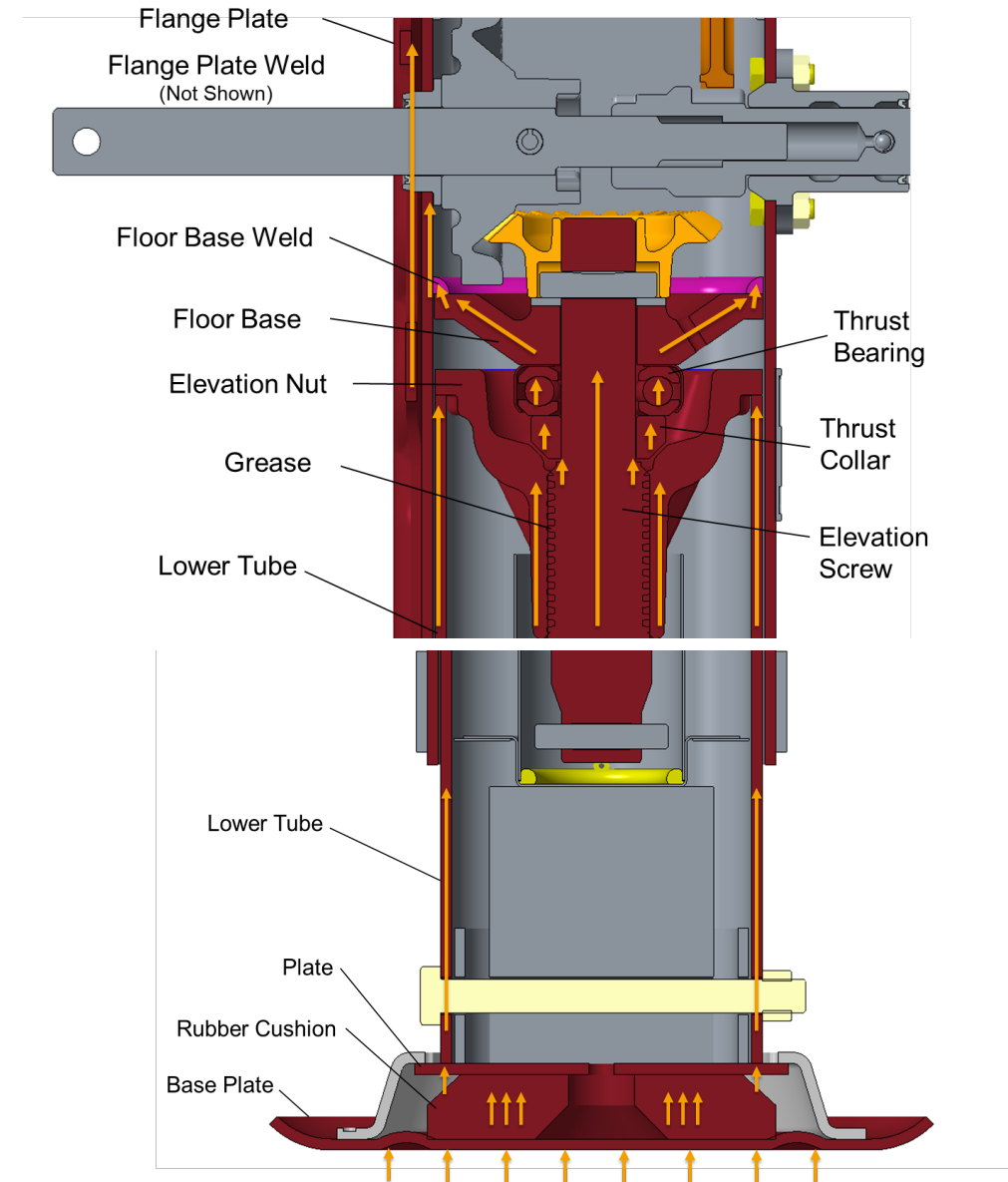


**"Landing gear practically sells itself, it just works!" - Braydon Soule – Director of Sales**

# JOST TESTING: Safety Focus



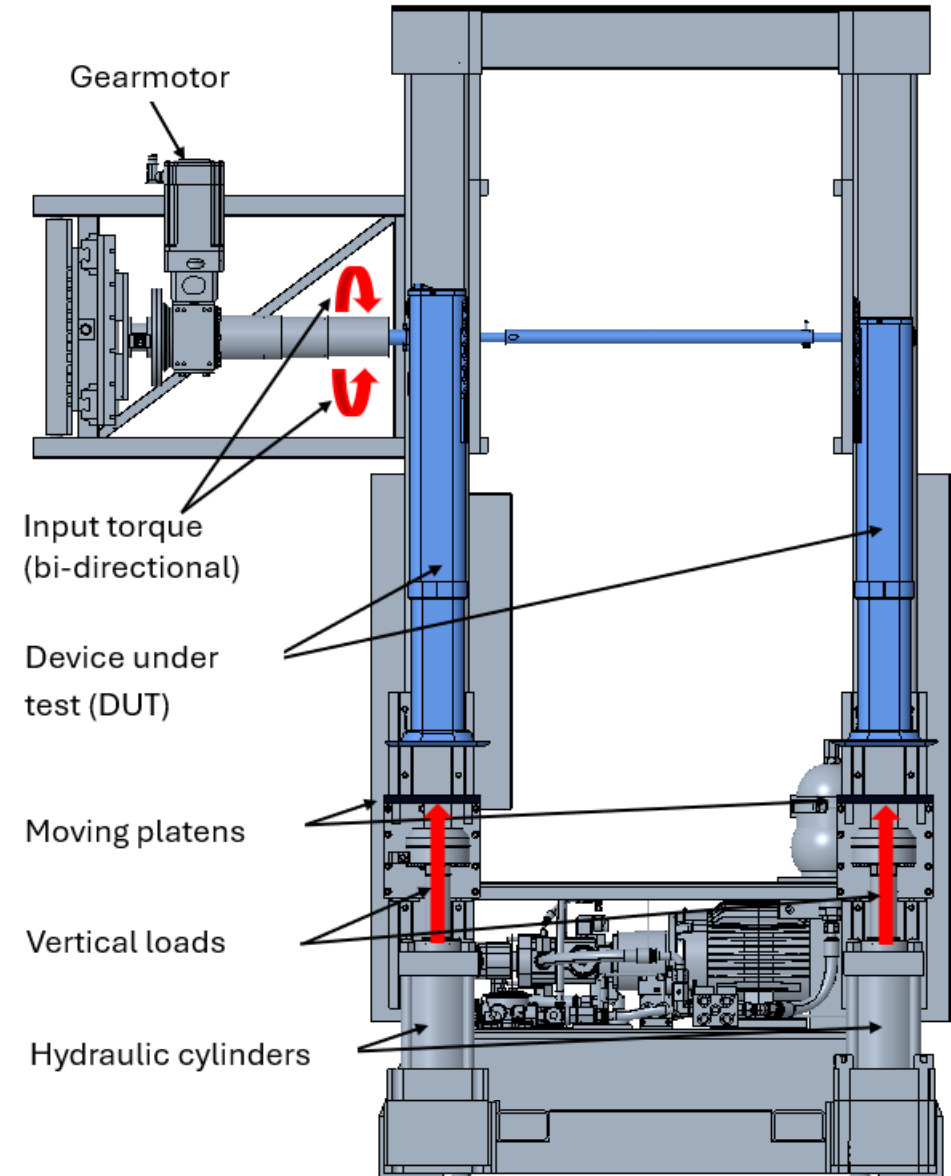
- ❖ Colleagues
  - Welders
  - Assemblers
  - Forklift operators
- ❖ Truck Drivers
  - Using landing gear
- ❖ Everyone on the road
  - Trailers are everywhere
- ❖ Cargo
  - Freight damage



# JOST TESTING: Compliance



- ❖ Association of American Railroads (AAR)
  - Durability Test
    - Simulates repeated use
    - Standard load is 35,100 lb combined
    - Heavy duty load is 45,000 lb combined
    - Cycles: 20 break-in, 600 full load
      - ❖ Step A: 5" extended no load
      - ❖ Step B: 3" extended loaded
      - ❖ Step C: 3" retracted loaded
      - ❖ Step D: 5" retracted no load
    - Test duration : 1 week
  - When is this test ran?
    - New design verification
    - PPAP parts
    - Standard production sampling



# JOST TESTING: Compliance



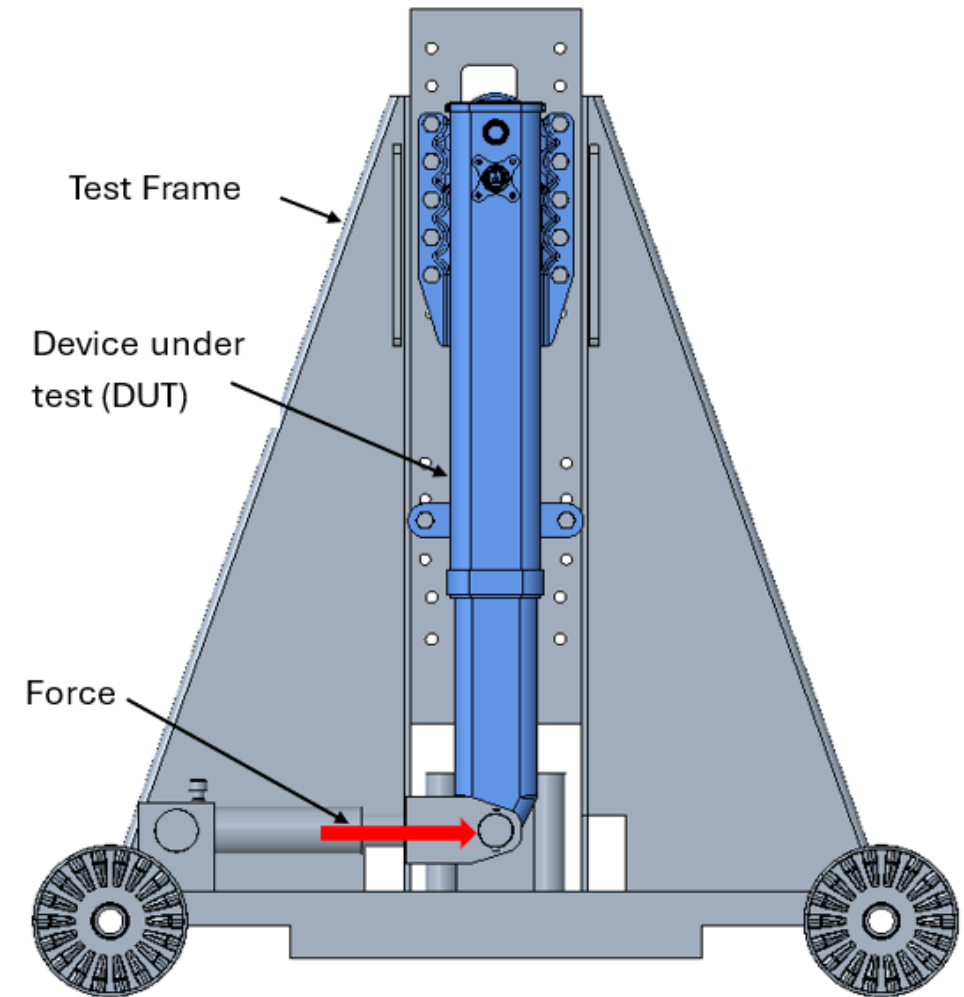
- ❖ Association of American Railroads (AAR)
  - Drop Test (Impact test)
    - Simulates impact when loading trailers onto rail cars
    - Load over landing gear: 35,100 lb
    - Cycles: 10 straight, 2 offset
      - ❖ Straight drops, both legs 3" clearance
      - ❖ 1st offset: Leg A: 3" clearance. Leg B: 6" clearance
      - ❖ 2nd offset: Leg A: 6" clearance. Leg B: 3" clearance
    - Test duration : 1 day
  - When is this test ran?
    - New design verification
    - PPAP parts (heavy emphasis on load bearing components)
    - Standard production sampling

# JOST TESTING: Compliance



# JOST TESTING: Compliance

- ❖ Association of American Railroads (AAR)
- ❖ Truck Trailer Manufacturers Association (TTMA)
  - Longitudinal & Lateral Loading
    - Simulates bending forces on the leg
    - AAR: Lower leg *extended 14.5"* from upper leg
    - TTMA: Lower leg *fully extended* from upper leg
    - Load: 13,000 lb minimum
    - Torque to retract: Less than 50 ft-lb
    - Test Duration: 1 day
  - When is this test ran?
    - New design verification
    - PPAP parts (heavy emphasis on Tubing & Screw stock)
    - Standard production sampling



# JOST TESTING: Component

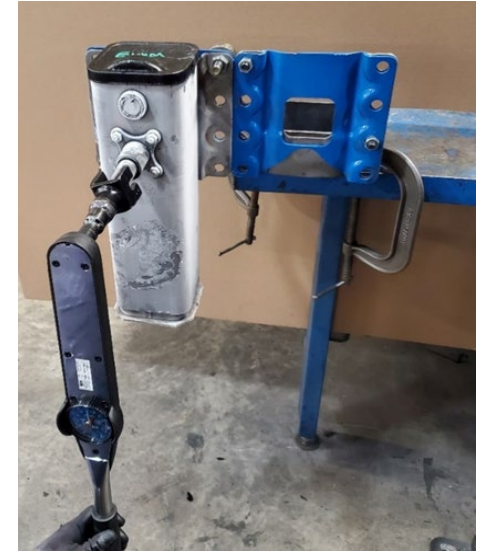
## ❖ Internal validation

1. Elevation nut taken to failure in compression
2. Grease evaluated for torques at low temperatures
3. Floor base deflection
4. Salt spray testing of grease tubes
5. Field testing: New shoe design

1



2



3



4



5



# JOST TESTING: Case Study



# JOST TESTING: Case Study



## ❖ View highlights:

- Road is crowned because of the railroad tracks
- Assumption: Tractor was not able to move

## ❖ Observations:

- Trailer nose doesn't drop down after the tractor is impacted
- Trailer landing gear not retracted far enough
- Dragging the landing gear may have been enough to lift the rear duals limiting traction

## ❖ Potential Root Causes:

- Operator didn't feel it was necessary to retract the legs all the way
- Landing gear was compromised NOT ALLOWING it to be fully retracted

## ❖ Takeaway:

- Everyone in this room has a role to play in the latter option, let's work together to ensure that the product just works.



❖ **ARMIN HAGENLOCH**

❖ **Plant Manager**

- **3 month with JOST**
- **30+ years in automotive and truck supplier industry (Sales, Engineering, Operations, and Plant Management)**

A photograph of a man with a beard and a brown cap, smiling while sitting in the driver's seat of a truck. He is wearing a light blue button-down shirt. The background shows the interior of the truck and a view through the windshield. The image is partially overlaid with blue geometric shapes.

**PLANT TOUR**

# JOST Grand Haven – Plant Tour – Visitor Safety



- Wear a visitor safety vest (yellow)
- Always stay with your JOST host (blue)

**Your safety is our priority.**



- Wear PPE:
  - Safety glasses,
  - Hearing protection,
  - Safety shoes with steel toes





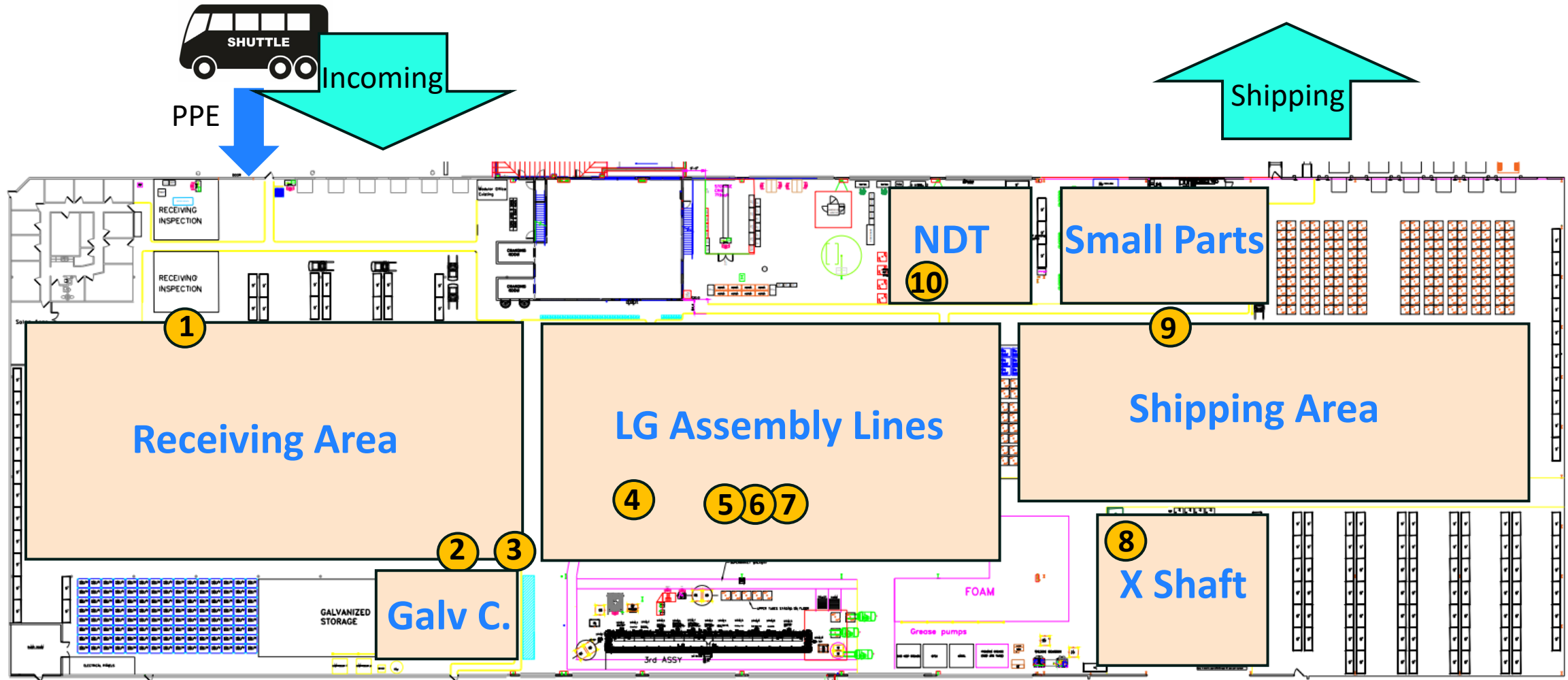
**No Cameras  
No Cell Phone  
No Video**

- No photos or videos in production area
- Follow all safety signs and instructions
- Stay on the marked walkways unless your host guides you differently
- Be careful of Hi-Lo traffic
- In case of an emergency, follow your host to the evacuation gathering point



**Your safety is our priority.**

# JOST Grand Haven – Plant Tour 172<sup>nd</sup> street



**Enjoy your tour and stay safe!**



# PURCHASING STRATEGY

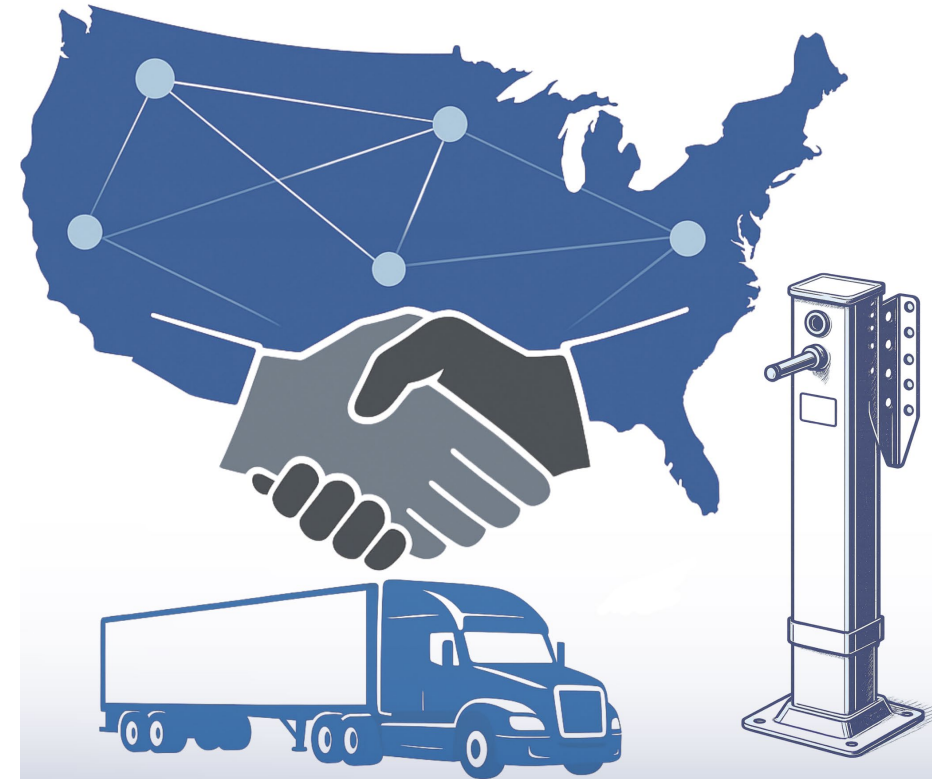
NANCY JOHNSON, PURCHASING MANAGER

## KEY TAKEAWAYS

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

# **JOIST**

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## **SUPPLIER CONFERENCE 2025**

### **GRAND HAVEN, MI**

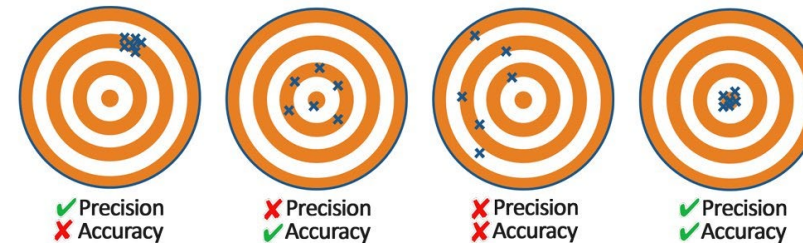
Bringing our national suppliers together to align, collaborate, and drive progress, united by a shared commitment to quality, innovation, and lasting partnership.



## Communication



## PRECISION VS ACCURACY



The diagram consists of four green rounded squares arranged horizontally. Each square contains a white icon and a label below it. The first square shows an upward arrow and a circular arrow around a gear, labeled 'EFFICIENCY'. The second square shows an upward arrow and a star inside a circular seal, labeled 'QUALITY'. The third square shows an upward arrow and a speedometer needle, labeled 'SPEED'. The fourth square is red and shows a downward arrow and a stack of coins next to a money bag, labeled 'COST'.

# OUR PURCHASING PRIOROTIES



❖ ON-TIME DELIVERY



❖ CORRECT ORDER QUANTITIES



❖ COST SAVINGS AND INNOVATION



❖ RESPONSIVENESS AND COMMUNICATION



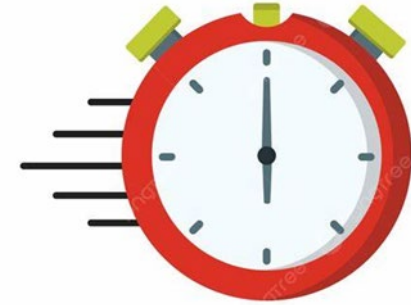
❖ FLEXIBLE/AGILE APPROACH



# 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**



## ❖ OFFER ALTERNATE MATERIALS

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

## ❖ REVIEW AND SUGGEST PROCESS EFFICIENCIES – CONTINUOUS IMPROVEMENT OPPORTUNITIES

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





## ❖ 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

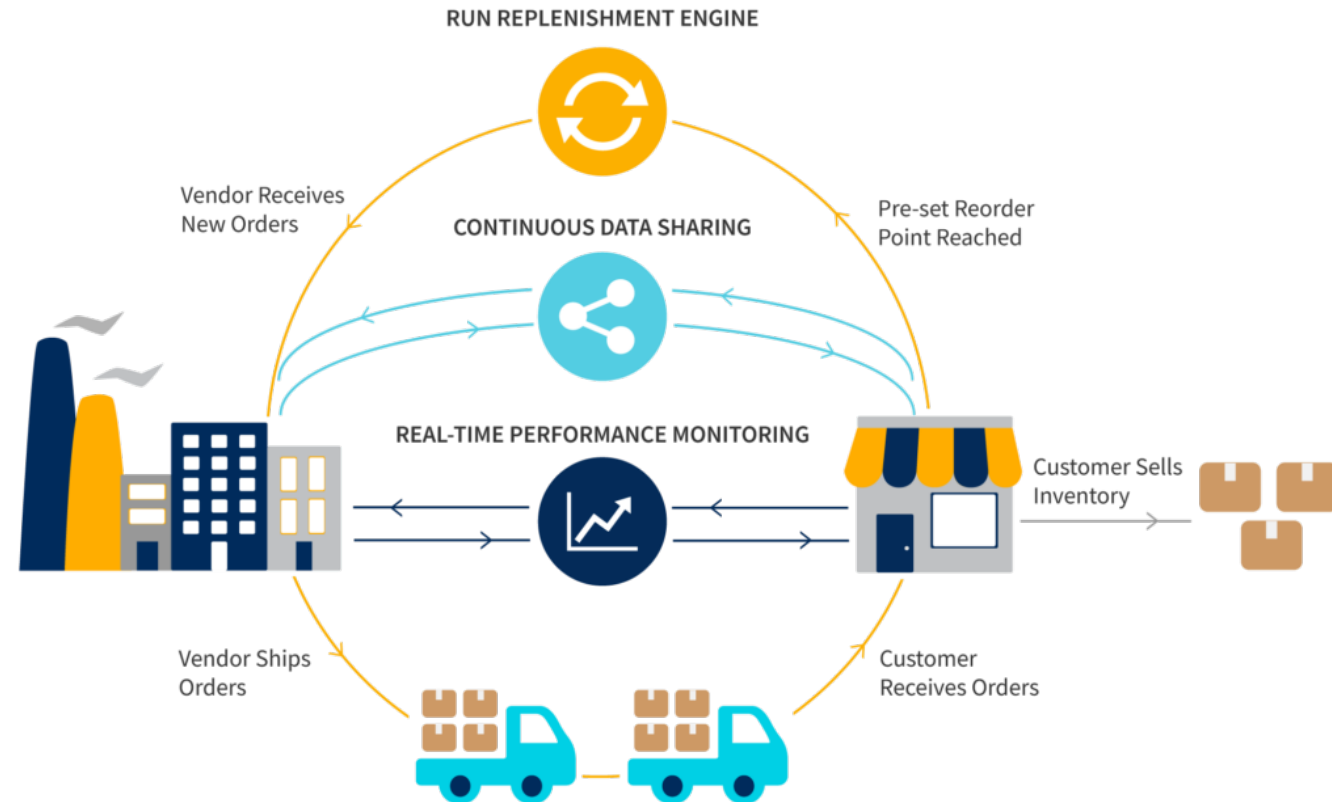
### ➤ Especially for:

- ❑ 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



## ❖ KEEP YOUR PURCHASING CONTACT UPDATED

➤ Let us know:

- ☐ Changes in Lead Times
- ☐ Plant Shutdowns
- ☐ Personnel Changes

## ❖ COMMUNICATION = PARTNERSHIP

## ❖ SCHEDULE QUARTERLY MEETINGS WITH PURCHASING

## ❖ 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-Classification (Month evaluation)											
Plant	Year	Month	Supplier	Name 1	Class	Group	Traff.Lig.	Logistics	ABC-Logistics	Dat.reliab.	Qty.reliab.
4020	2025	5	800338		KKP_SM		OO	100	A	100	100



## Score Soft Facts: 78

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

### Quality

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	Quality of 8D-Report	6	Quality 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)	Cr...	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**





❖ **ADAM BENNETT**

❖ **DIRECTOR OF SALES,  
MATROID**

- **10+ years in industrial automation and computer vision, with expertise in defect detection, visual analytics, and AI-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.**

A photograph of Adam Bennett, a man with a beard and a tan baseball cap, smiling while sitting in the driver's seat of a truck. The image is partially obscured by large, solid blue rectangular shapes on the left and top. The background shows the interior of the truck and a glimpse of the outside world through the window.

# **MATROID ARTIFICIAL INTELLIGENCE (AI)**

# Automated Visual Inspection & Traceability

by Adam Bennett

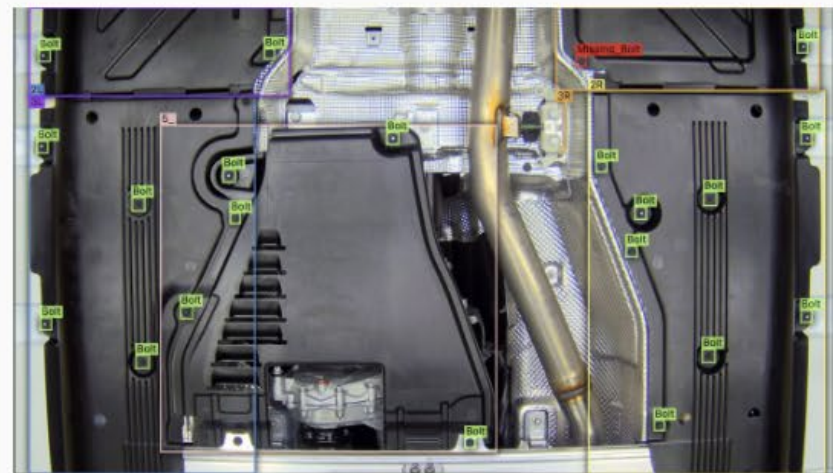
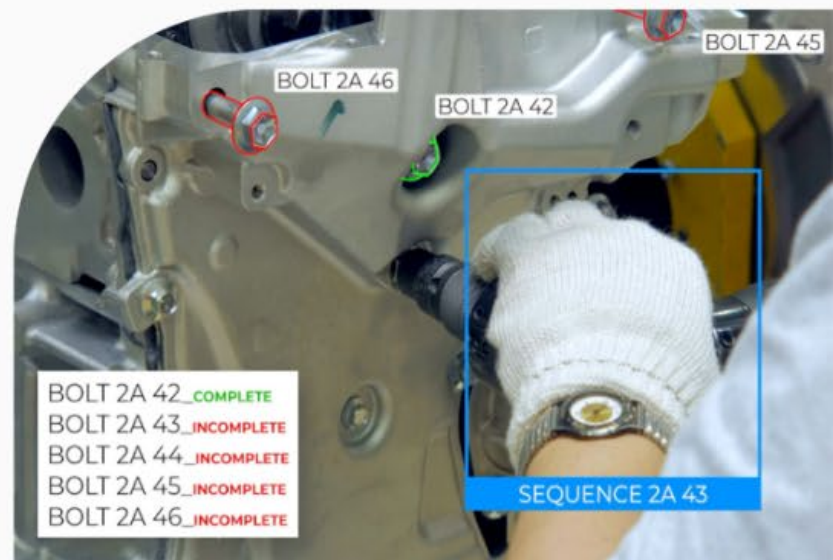
# 01. Matroid





# About Matroid

- **Founded** by influential leader in the machine-learning & deep-learning community
  - **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.
  - **AI for visual data** – current or new camera infrastructure
  - Build, deploy, and manage adaptable solutions





# Trusted By

## USG Agencies



## Global Manufacturing



Mercedes-Benz

Google

BLUE ORIGIN

TEXTRON

JABIL

NUCOR®

## Air Operations

amazon air

ADR  
AEROPORTI DI ROMA

Heathrow

## 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

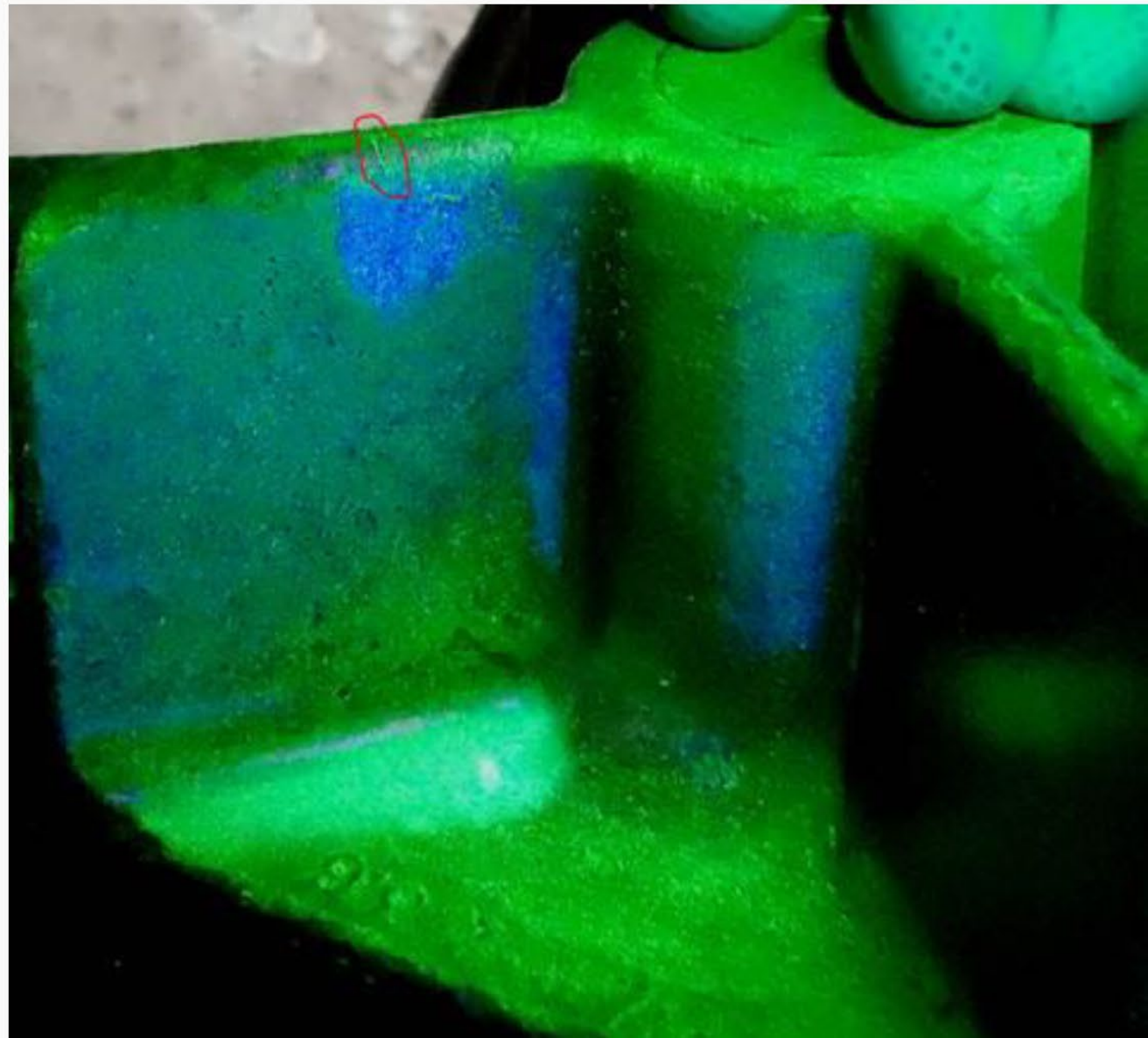
## 03. Kingpin





# Kingpin Magnetic Particle Inspection

- *100% Inspection*
- *360° Inspection*
- *All product variations*
- *Component serialization & traceability*





# Kingpin Magnetic Particle Inspection

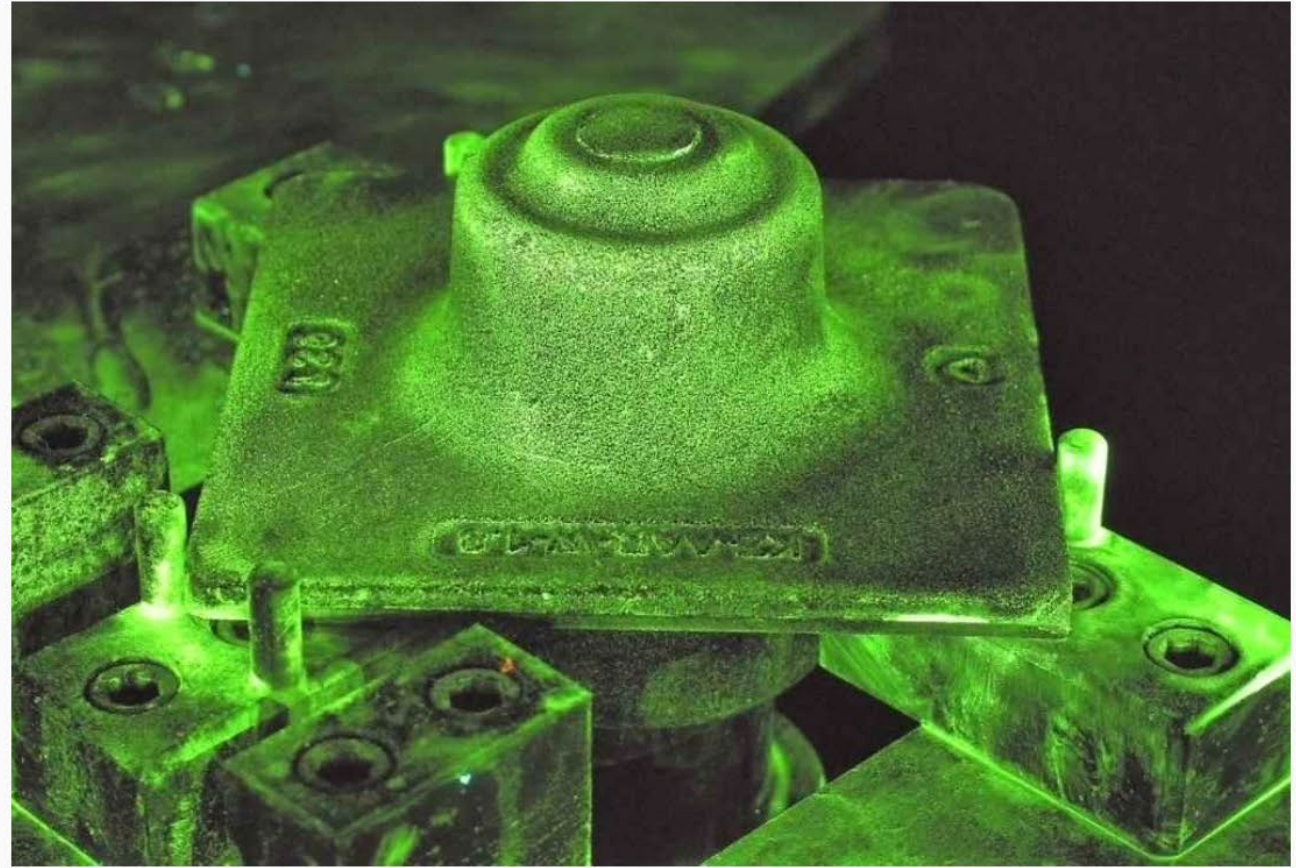
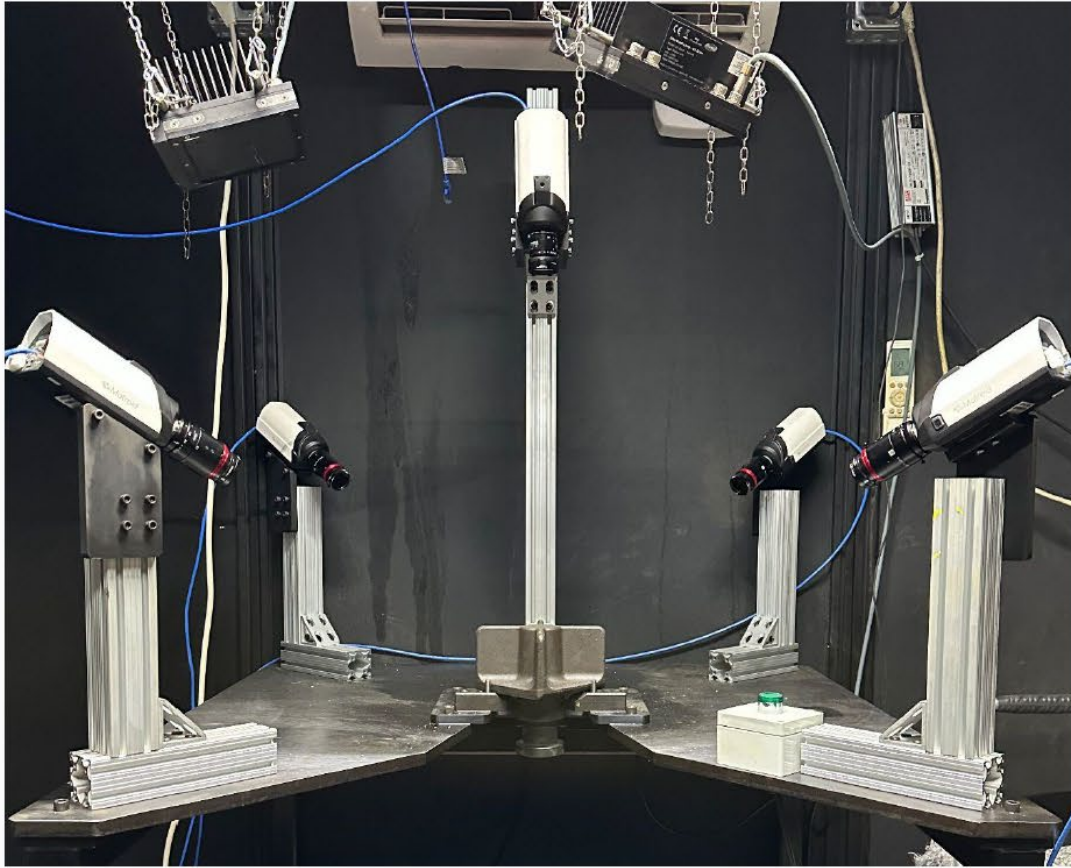
- Evaluation of operations
- Calculations to maximize pixels on target
- Detector to find **cracks** on any kingpin & inspect every kingpin
  - **Two** labels
    - Kingpin - Any kingpin type
    - Defect - Cracks across all critical surfaces

(2) Unacceptable indications are defined as:

- a. Any longitudinal indication exceeding .3 Inches in length
- b. Any circumferential indication
- c. Any longitudinal indication with a curved tail greater than .12 inches in length
- d. Multiple linear indications separated by a distance less than .3 inches
- e. Any indication that appears to have depth

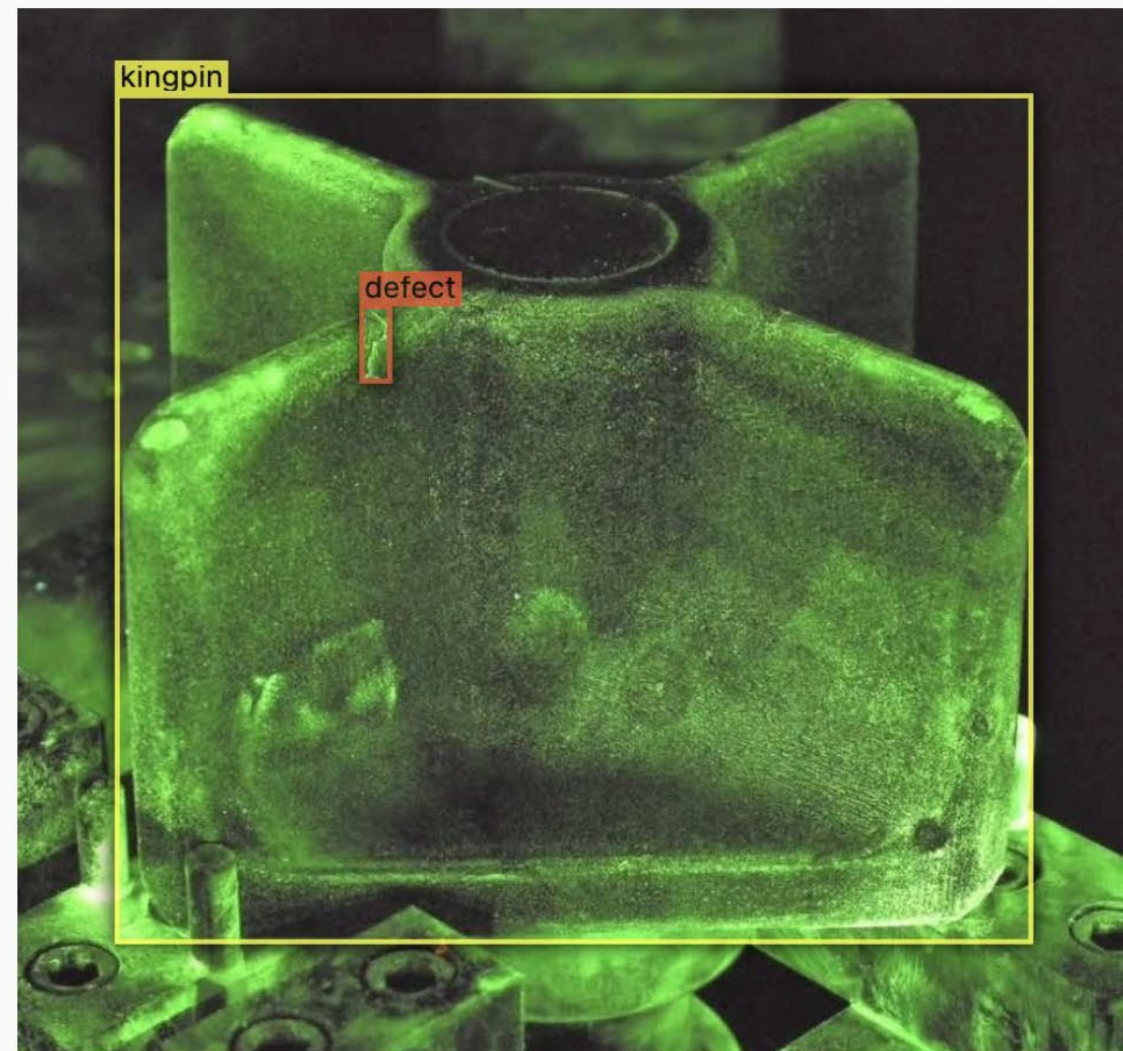
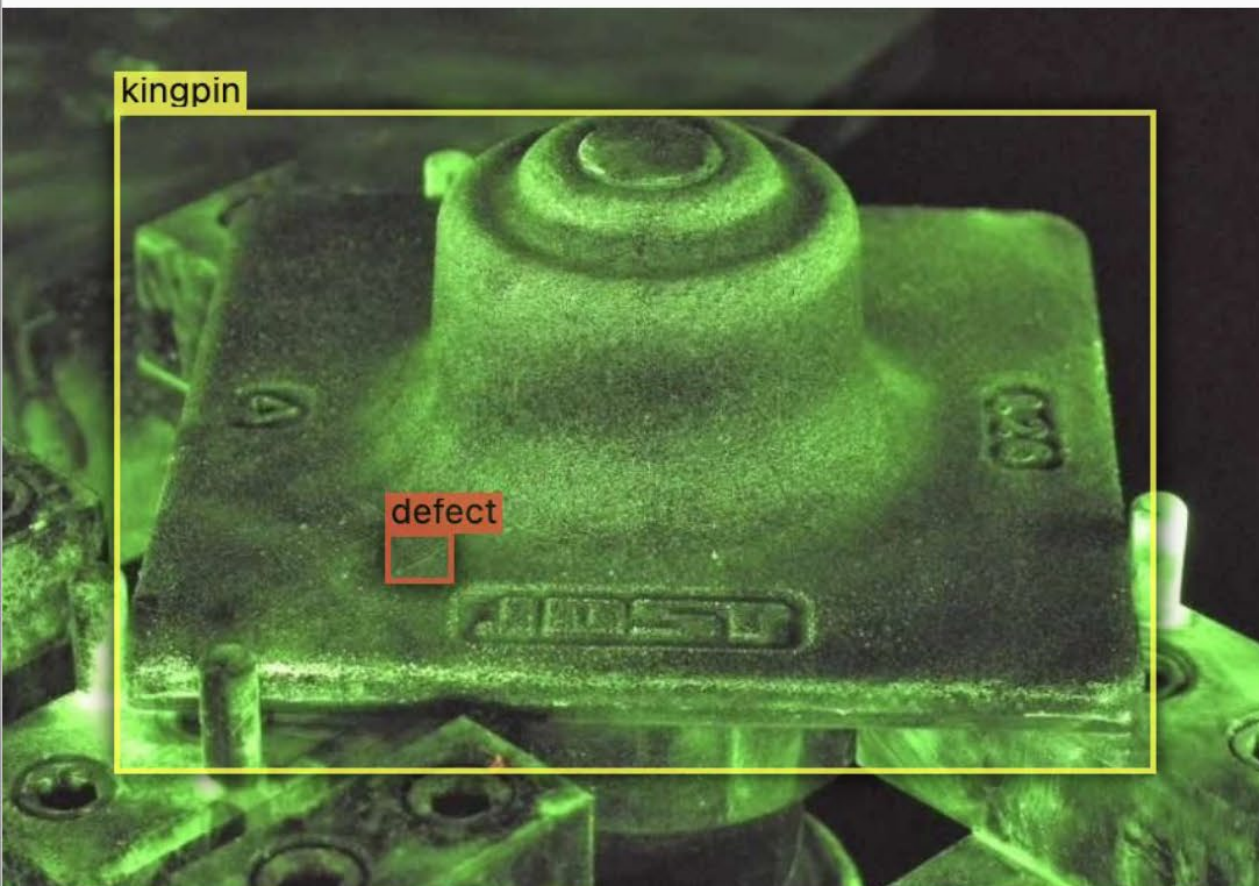


# Camera Placement & Image Formation





# Kingpin Inspection





# How

- **Technical design:**
  - High resolution Matroid cameras
  - High resolution lenses
  - Light filtering
  - Custom fixture
  - “Pull from Source” button
- **Integration:**
  - JOST / IGear
  - Serialization to component level

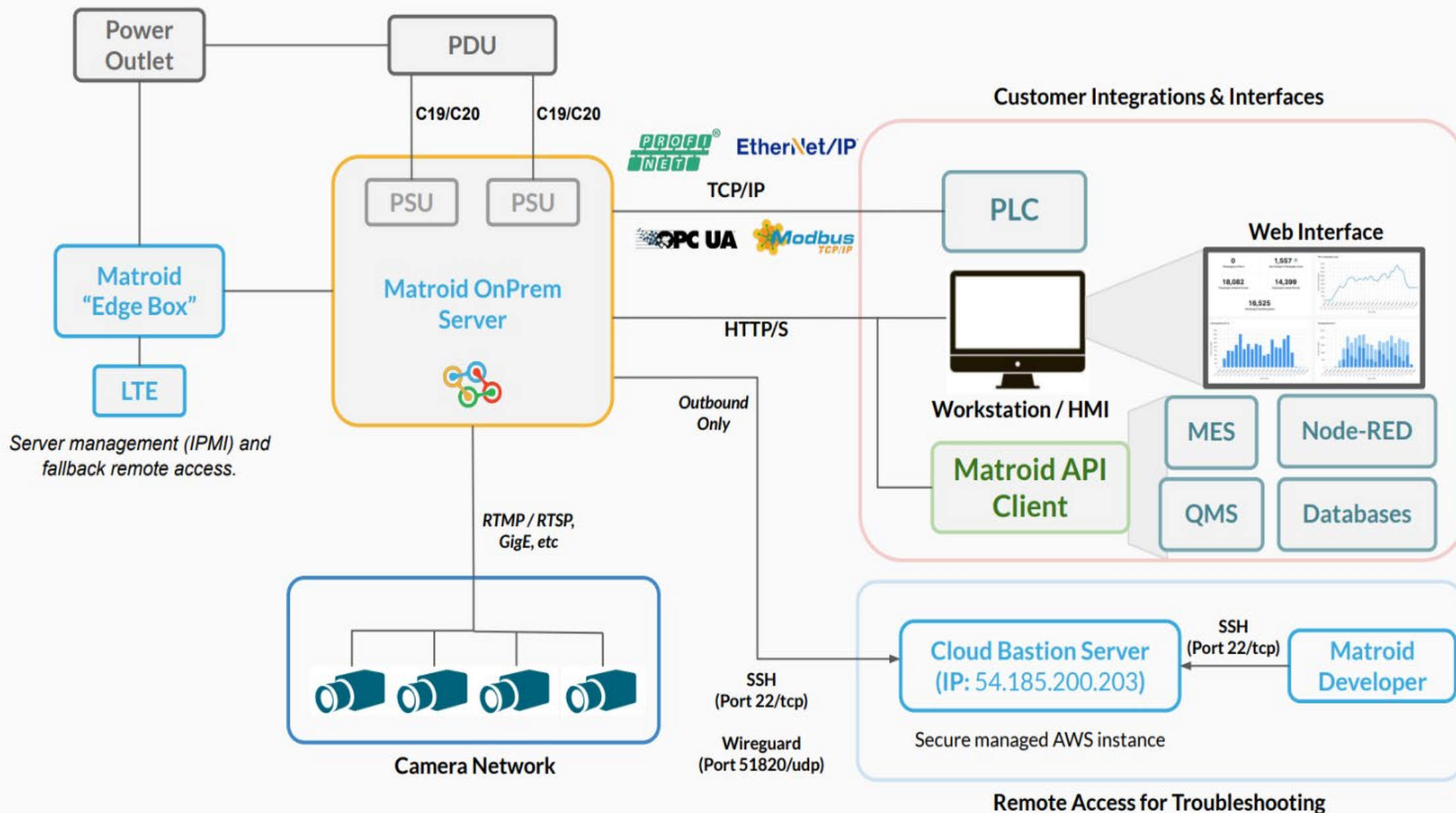


Matroid





# Sample Architecture - Manufacturing



# Thank You!

by Adam Bennett



# JOST PANEL DISCUSSION

NANCY JOHNSON MODERATOR W/JENS, RANDY, & JOSH L.

# PANEL DISCUSSION QUESTIONS & ANSWERS – slido QR CODE





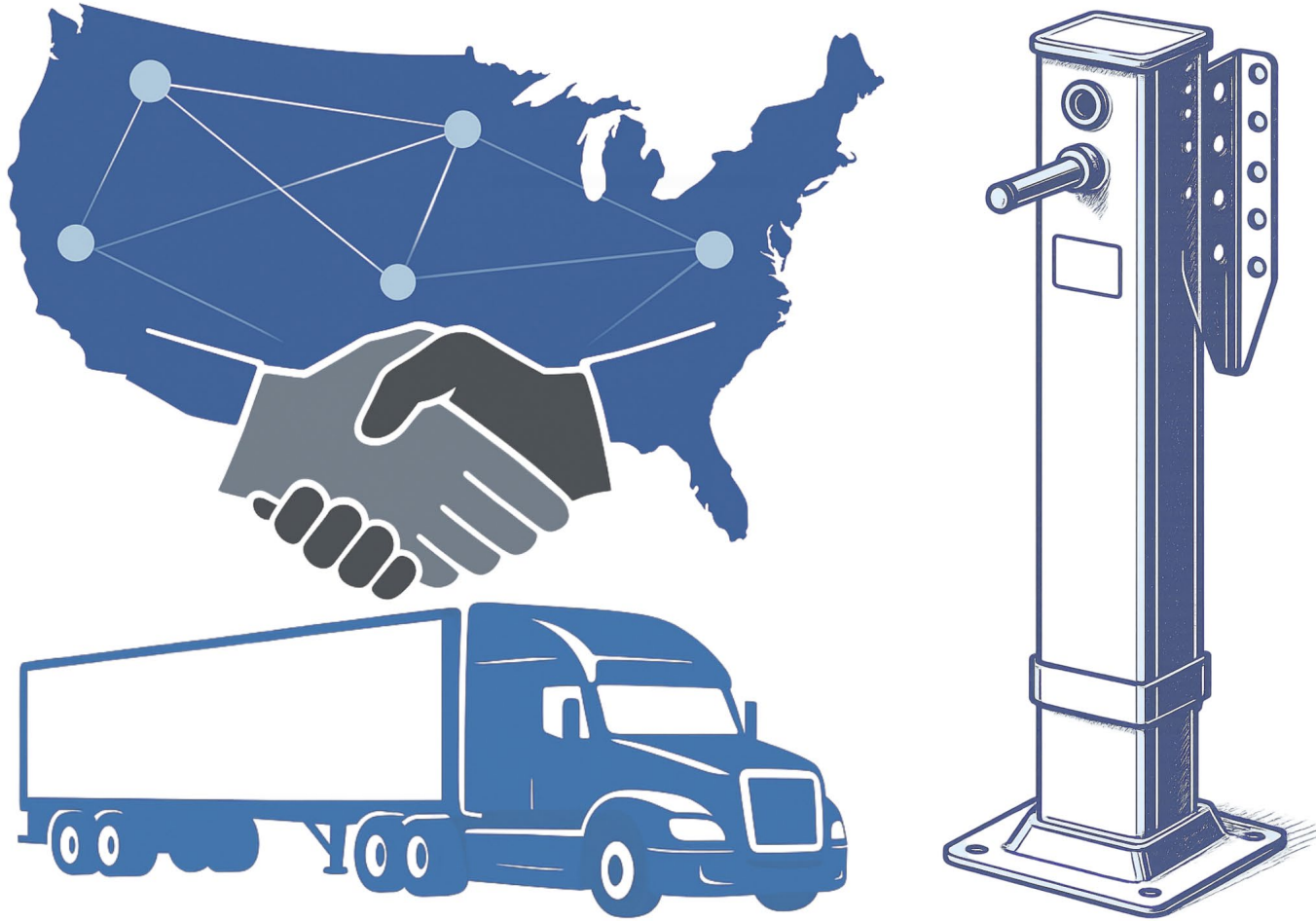
# SUPPLIER AWARDS

NANCY JOHNSON, PURCHASING MANAGER

# 2024 “Supplier of the Year” Awards



**UNIFIED FOR EXCELLENCE**



**Thank You For Making 2024 a Successful Year!**

# 2024 SUPPLIER OF THE YEAR FOR SUB-CONTRACTING PARTNERSHIP



## ***GRAND HAVEN POWDER COATING*** ***RANDY LAMSE – OPERATIONS MANAGER***

- ❖ Supplier has shown **customer focus** and **dedication** for JOST by having a One-day turn around time for 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.

**We appreciate your dedication and support!**

# 2024 SUPPLIER OF THE YEAR FOR CUSTOMER SERVICE



***FORGE PRECISION***  
***VAN KAY - PESIDENT***

- ❖ Supplier has demonstrated **outstanding customer service** by being available to JOST at any time – including weekends.
- ❖ Supplier **honors requests** to change purchase orders without hassle & has **never let** JOST run out of parts.
- ❖ Supplier is **easy to work with** and gets the job done!

**We appreciate your dedication and support!**

# 2024 SUPPLIER OF THE YEAR FOR STRATEGIC PARTNERSHIP



## ***NOVA STEEL***

***TOM STEARNS – CORPORATE VP, BRUNO MORAES – ASST GENERAL MANAGER,  
JEFF HUNT – DIRECTOR OF BUSINESS DEVELOPMENT***

- ❖ Supplies **one of the most critical items to JOST** – Steel lower tubes. Lower tubes are one of the highest volume and largest components of our landing gear.
- ❖ They support JIT **by having inventory on hand** with the capability to change direction quickly. They have never missed a delivery – truly amazing based on the rapidly changing needs of our customers.
- ❖ Supplier does an **outstanding job** of delivering the correct parts when needed, they currently ship more than a truckload of parts everyday.

**We appreciate your dedication and support!**

# 2024 SUPPLIER OF THE YEAR FOR COLLABORATION



***CMA***

***RICK COX – PRESIDENT, MIKE AYERS – MATERIAL PLANNER***  
***JIM PLATT - SUPPLY CHAIN MGR & OPERATIONS SUPPORT MGR***

- ❖ This Supplier has **demonstrated a commitment** to providing JOST Un-wavering attention to OTD, Quality, New Projects and Customer Satisfaction.
- ❖ Supplier **capabilities & diversity** allows them the ability to supply a wide array of components.
- ❖ Located less than a mile from both JOST facilities **allows for JIT delivery**, reduced inventory and reduced freight costs.
- ❖ Always willing to work through **difficult situations** & able to find pragmatic solution to problems.

**We appreciate your dedication and support!**

# 2024 SUPPLIER OF THE YEAR FOR COST MANAGEMENT & VALUE



## ***QUALITY TOOL & STAMPING*** ***MIKE KUZNAR - GENERAL MANAGER***

- ❖ Customer service with order acknowledgements are **ALWAYS** reliable
- ❖ Supplier has been awarded **new business by quoting and keeping prices lower, while** maintaining quality expectations.
- ❖ This Supplier works with **JOST Supplier Quality team** to provide any records or information needed.

**We appreciate your dedication and support!**

# 2024 SUPPLIER OF THE YEAR FOR VMI PARTNERSHIP



## ***HI-TECH FASTENERS***

***CORY NEWMAN – PRESIDENT, MATT MULDER, OUTSIDE SALES***

- ❖ Supplier does an amazing job **monitoring** and **maintaining** our inventory.
- ❖ They provide **on-time deliveries** once to 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**.
- ❖ Suppliers VMI program allows us to keep our **production flexible** and **build exactly** what our customers want and need while keeping our on-hand inventory low.

**We appreciate your dedication and support!**



# NETWORKING, WRAP-UP, CLOSING REMARKS, & SURVEY

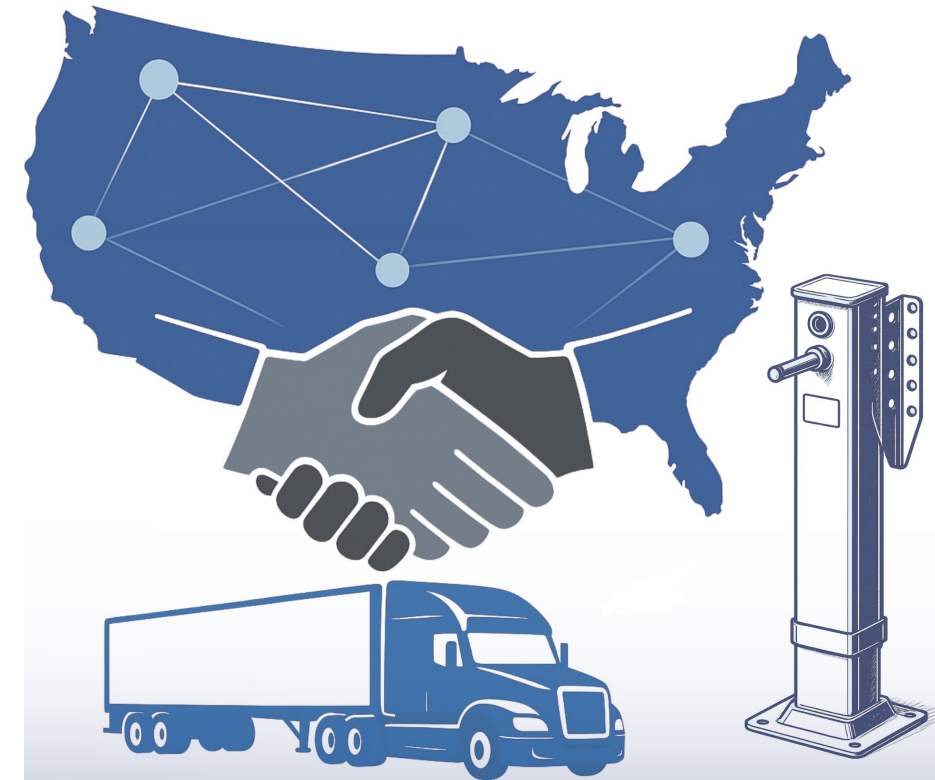
NANCY JOHNSON, PURCHASING MANAGER

## KEY TAKEAWAYS RECAP

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

# **JOST**

## **UNIFIED FOR EXCELLENCE**



## **SUPPLIER CONFERENCE 2025**

### **GRAND HAVEN, MI**

Bringing our national suppliers together to align, collaborate, and drive progress, united by a shared commitment to quality, innovation, and lasting partnership.

# SUPPLIER CONFERENCE FEEDBACK **HubSpot** 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

IDENTIFY ACTIVITIES THAT HAVE A NEGATIVE IMPACT OR ARE NO LONGER EFFECTIVE. IT CAN HELP STREAMLINE 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.

**HubSpot**



