
To: Sales & Marketing Transition Team
From: Bob Johnson, Sales Manager <Tribolt.SalesMgr@gmail.com>
Re: Welcome to the Team

Welcome to the Sales and Marketing Team!

We're excited to have you – and we need your fresh insight, your energy and your commitment. At Tribolt, we like to say that we would MOVE MOUNTAINS to become THE BEST Mining Truck Company in the world! The attempt at humor may be a bit lame but make no mistake about it - this is **serious business**.

You may already know a little bit about Tribolt Mining. If not, please go to our website (www.tribolt.us) for some background on the company including our history, our current product offerings, our markets, our competitors and our historic financials.

In addition, I've asked our support team to help assemble a package of introductory materials to get you well down the road to understanding the industry, the customers, the competition and the broader Tribolt organization. Included in the packet are the following:

- Marketing Budget & Strategy
- Tribolt Heavy Equipment / Tribolt Mining Division Organization Charts
- Impact of Late Fees
- Mining Truck Market Details

As preparation for your role in the sales & marketing function, please come prepared with answers to the following questions. The information provided should help you answer these questions.

1. How would you describe the current market – its size and growth?
2. How does Tribolt currently compete against its competitors to drive sales growth? What are alternative strategies that could drive further growth?
3. What NPIs might sales be asking for during the next 12 months? 2 years? 3 years?
4. What is your proposed staffing strategy for the upcoming year?

That should be enough to get you started. I'll be meeting with you in person at your orientation. Until then, please become familiar with the information contained in this package. *Let's MOVE MOUNTAINS!*

Sincerely,

Bob Johnson

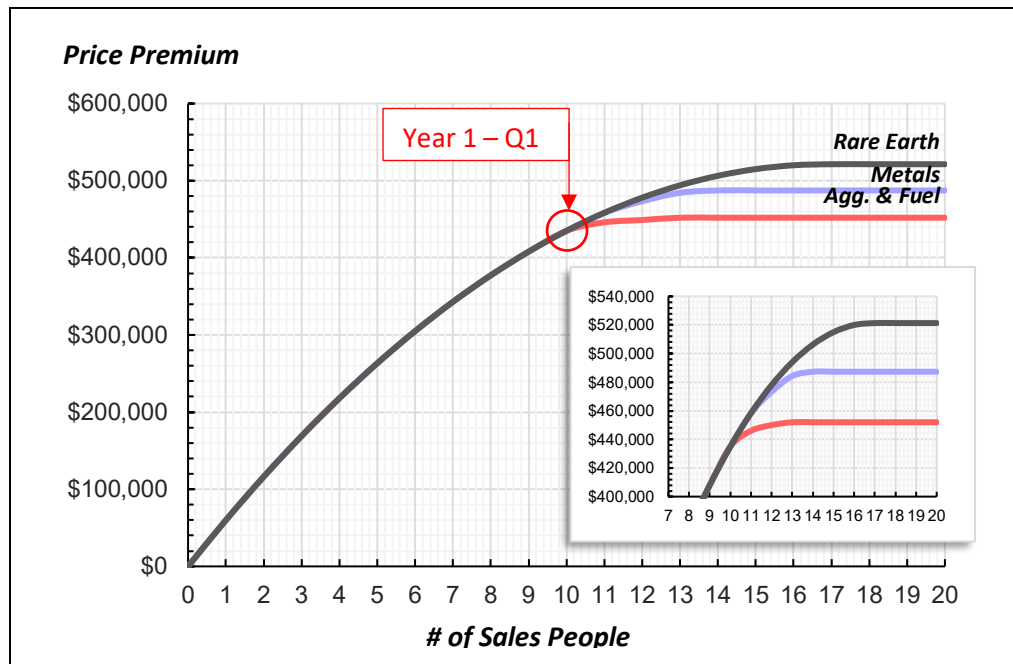
To: Sales & Marketing Transition Team
From: Bob Johnson, Sales Manager <Tribolt.SalesMgr@gmail.com>
Re: Marketing Budget & Strategy

Dear Transition Team:

As part of the due diligence done for the acquisition of JemstÖrr, I was asked to work with consultants to understand the potential operational synergies we might achieve. As part of that work we realized that, compared with competitors, Tribolt's sales organization may not be staffed to deliver maximum value to its customers. We hope to drive value and realize promised synergies through sales force reallocation.

Customers of mining trucks tend to fall into one of three segments;

1. Rare Earth Mines – Rely heavily on pre sales support to help guide their purchase of high tonnage, high availability trucks.
2. Metals Mines – Prefer to have a manufacturer sales person available to make sure the power train is properly geared for demanding, high grade conditions.
3. Aggregates and Fuel Mines – Occasionally need support but trust the quoted specifications of the manufacturer's brochure. They don't find much additional value in heavy sales support.



With this in mind, I believe further development of Tribolt's segment strategy will help us understand where we might want to invest our limited resources to drive sales.

We currently have 10 sales persons dedicated to each segment (30 in total). Unfortunately, considering how regional this business is, it is not feasible to allocate our current human resources from one



segment to another. In order to make personnel changes we must hire [or let go of] sales persons in a given segment. Sales people cost Tribolt \$100,000 per year, all in.

Segment Focus	# of Sales Persons
Agg. & Fuels	10
Metals	10
Rare Earth	10

According to the Human Resources department, the maximum number of hires possible in a quarter is two per segment. There is no such limit to the number of sales people that can be laid off.

If you have any questions, as always, please feel free to reach out.

Sincerely,

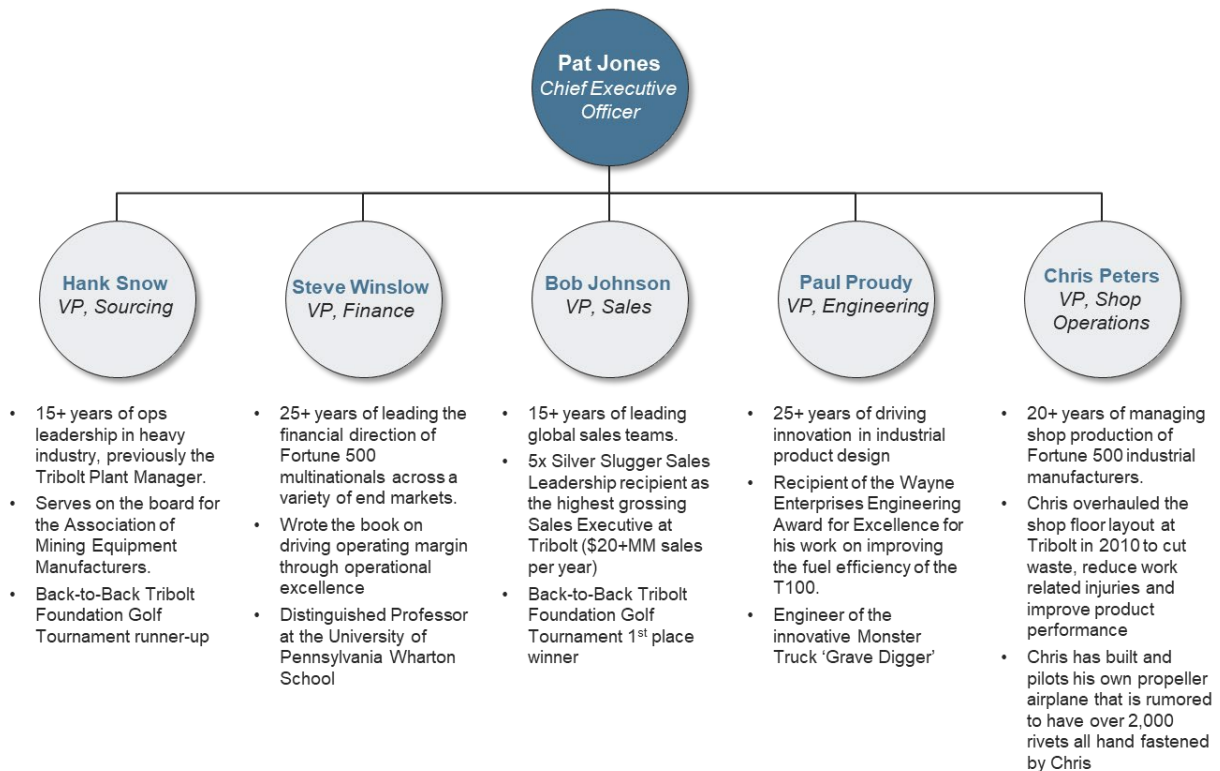
Bob Johnson

Vice President of Sales
Tribolt

To: Sales & Marketing Transition Team
From: Bob Johnson, VP Sales & Marketing <Tribolt.SalesMgr@gmail.com>
Re: Org Chart

Dear Transition Team:

Please see the organization chart for Tribolt's Mining Truck Division. Please let me know if you have any questions about direct reports or how to contact your managers.



Sincerely,

Bob Johnson

Bob Johnson

Sales Manager, Tribolt

Tribolt.SalesMgr@gmail.com

To: Sales & Marketing Transition Team
From: Bob Johnson, VP Sales & Marketing <Tribolt.SalesMgr@gmail.com>
Re: On Time Delivery

Dear Transition Team:

On time delivery keeps customers happy by meeting promised commitments and delivery dates. Our goal is 100% on time delivery (OTD) for our customers. This it takes planning, coordination and execution between our sourcing, shop and sales teams.

In your S&OP you are required to provide a 'Promised Delivery Date' to the customer. If the truck is delivered within 7 days (3 days before & 3 days after), this is considered on-time and you will not be charged any late fees. If you fail to deliver within the 7-day window, there are two categories of late deliveries, unplanned and contractual.

Unplanned Late Delivery: If your truck is delivered to the customer outside of the 7-day window you will be charged a fee of \$2,000 per day on all standard trucks. E.g. Promised Delivery Date is 10/1/2020, truck is delivered on 10/10/2020, you are charged 7 days' worth of late fees for a total of \$14,000. Note: this assumes delivery date is before the 'Customer Need by Date'.

Contractual Late Delivery: All orders are accepted with a known 'Customer Need by Date'. If you deliver the truck after the 'Customer Need by Date' you will be charged \$10,000 per late day. E.g. 'Customer Need by Date' is 10/1/2020, truck is delivered on 10/10/2020, you are charged 7 days of late fees for a total of \$70,000. Note: you are allowed to choose an 'Expected Delivery Date' after the 'Customer Need by Date' understanding that you will incur late fees as a result.

Please reach out to me if you have further questions.

Sincerely,

Bob Johnson

Bob Johnson
Sales Manager, Tribolt
Tribolt.SalesMgr@gmail.com

To: Sales & Marketing Transition Team
From: Bob Johnson, Sales Manager <Tribolt.SalesMgr@gmail.com>
Re: Mining Truck Market Overview

Dear Transition Team:

I know you are new to the mining truck space. Here are a few items I thought you should be aware of:

- Last year the overall Mining Truck Market was just under \$1B dollars. These purchases were distributed among five competing firms with equal share among the three later entrants.
 - McGregor Mining Machines is the market leader.
 - Mammoth Heavy Equipment has a noticeable lead in market share among trucks with larger payload capacities.
- Clear segments are not apparent, though prior to the transition, the sales & marketing teams had identified both mine type and payload capacity as possible segmentation schemes. We have collected a history of mining truck purchases that should be analyzed to identify clear segments whose needs could be addressed.
- The projected five-year growth rate of the equipment market is expected to be around 4.5%, but will likely vary by segment.
- Careful analysis of historical data should help to determine relative market sizes & growth rates.
- Tribolt sells direct to all customers. We have a uniform pricing requirement so that all end users will pay the same price no matter where they purchase a truck.

I've also provided a more detailed market assessment in the following pages. You can find additional information on our webpage on the 'Investor' page (<https://www.tribolt.us/investors>) under 'Events & Presentations'. You should read the "Events and Presentations" portion very carefully as it supplements the information provided in the Mining Truck Market Details document which follows.

Sincerely,

Bob Johnson

Bob Johnson
Sales Manager, Tribolt
Tribolt.SalesMgr@gmail.com

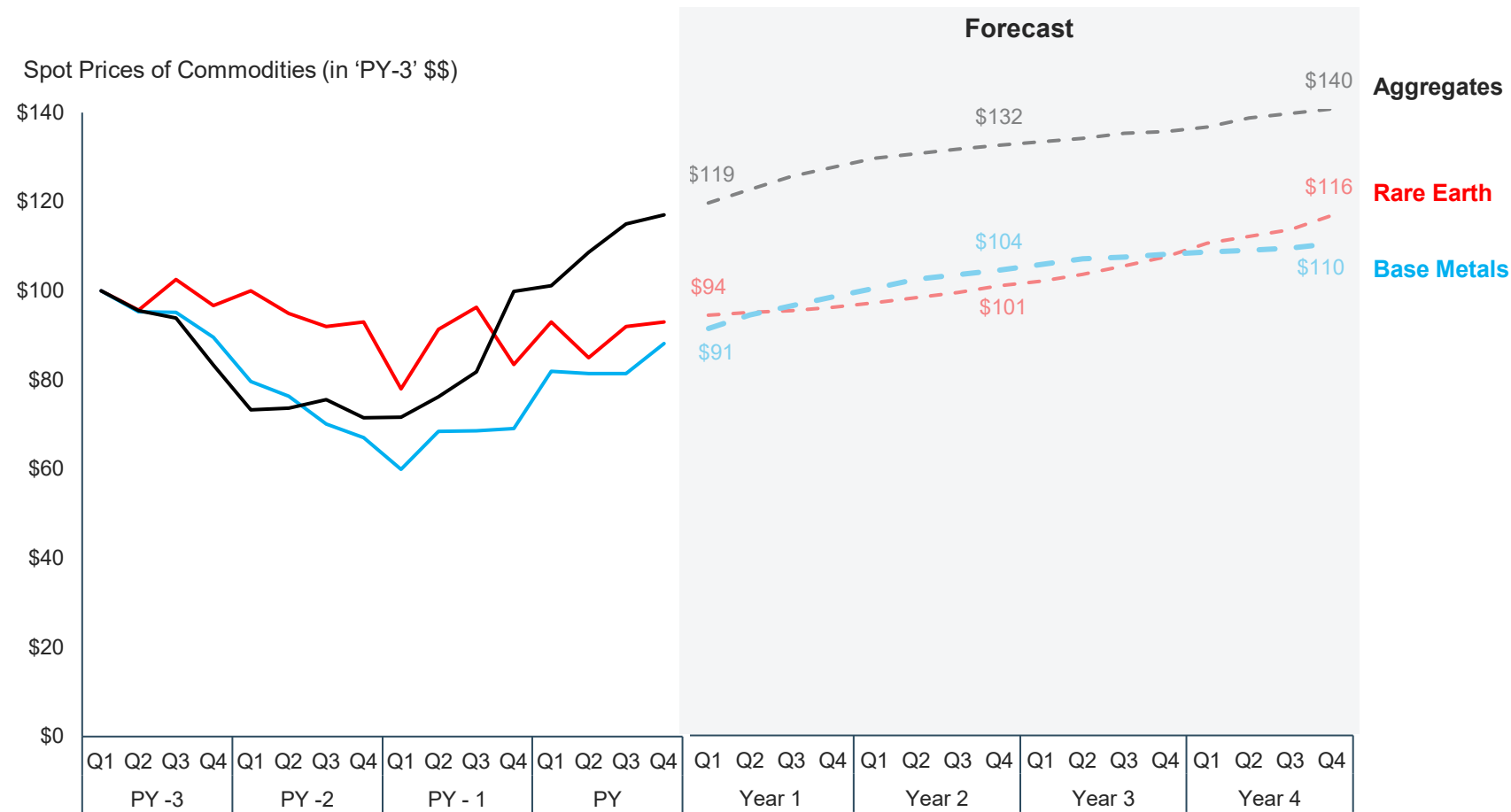
Mining Truck Market Details

Compiled for the Incoming Tribolt Sales Team

January 1st

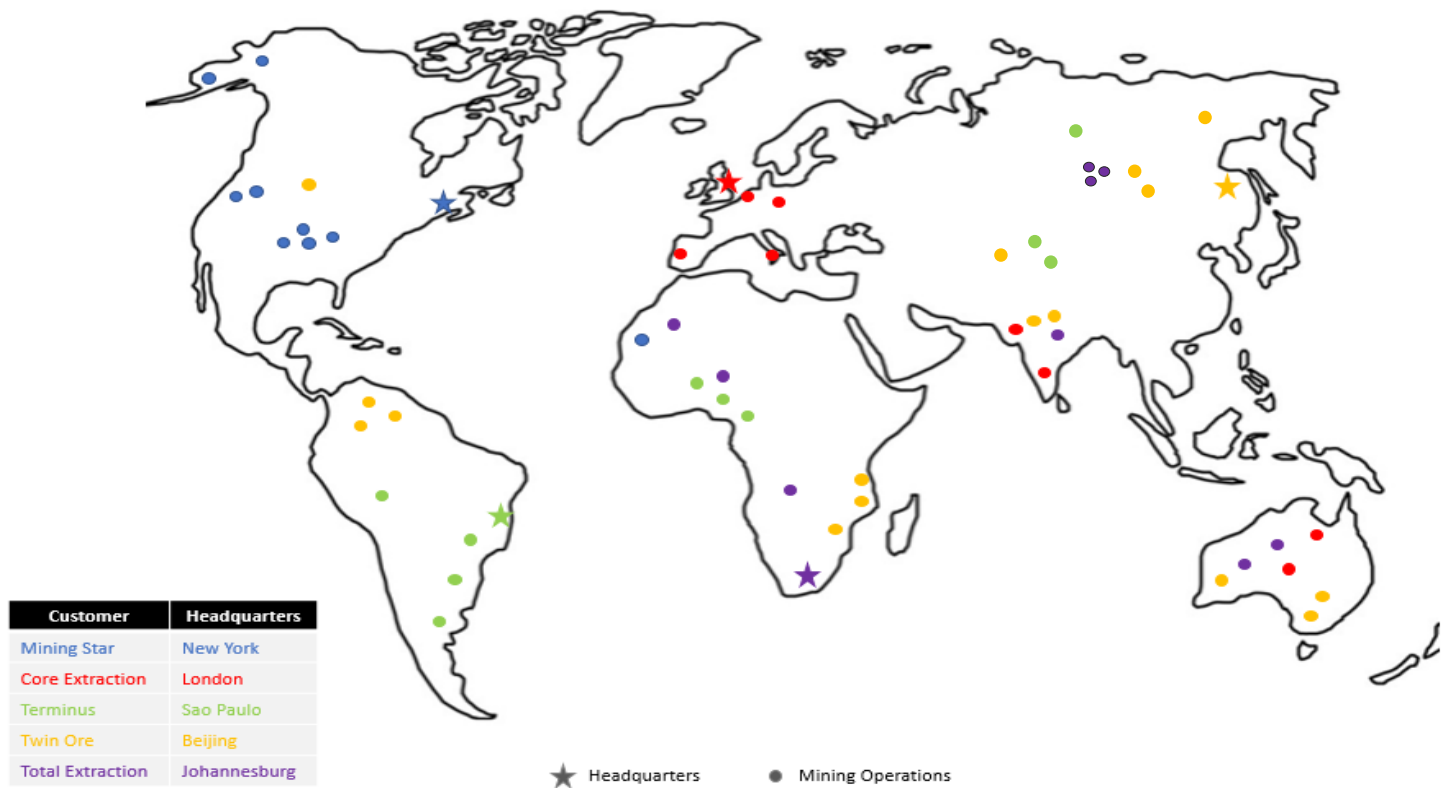


The truck market largely grows and declines in unison with the markets it serves



The mining industry is controlled by large multinationals

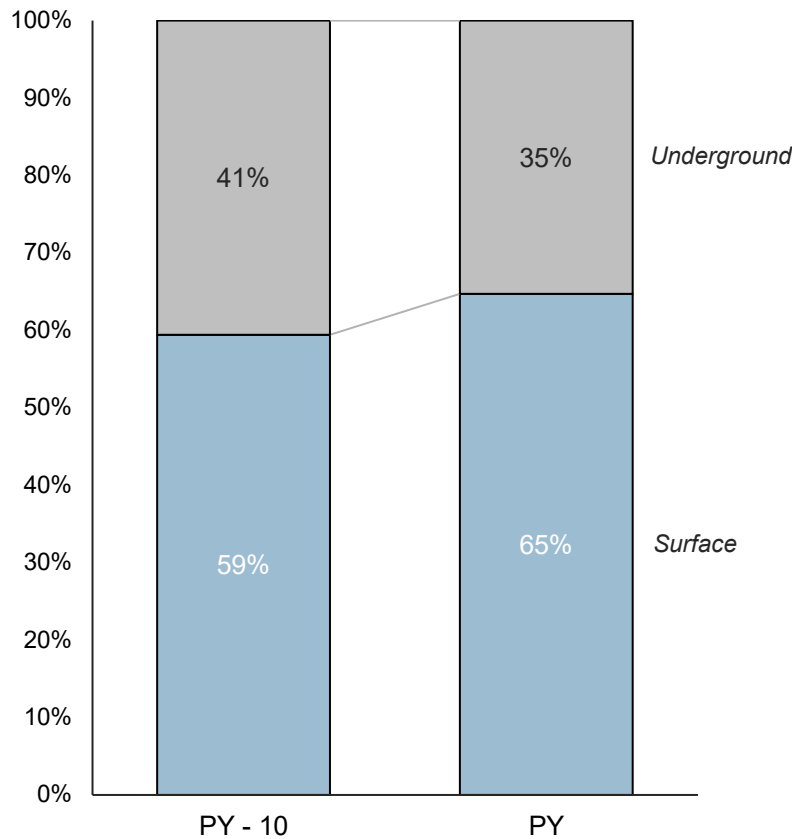
Geographic Distribution of Customers



Surface mines are preferred over underground mines since they're twice as safe

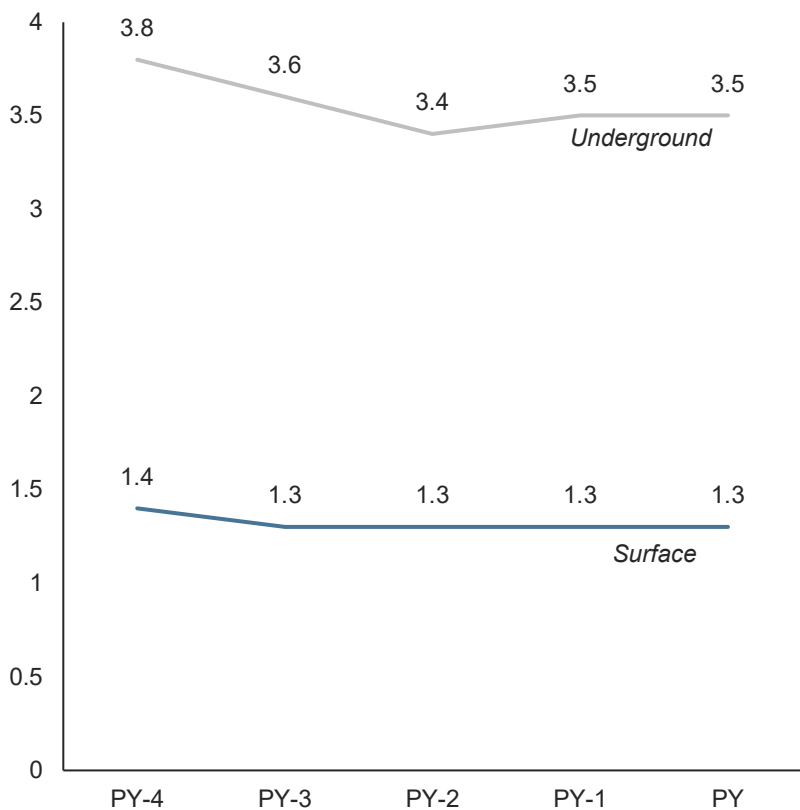
Share of Mines by Type

Share of Operating Mines (US)



Non-Fatal Mine Injuries by Type

Non-Fatal Lost Time Injury Rate (per 100 FTE)



Source: US Energy Information Administration (EIA) – US Mining Count
US Center for Disease Control (CDC) – Non-Fatal Mining Injuries per Year

One potential segmentation scheme is by mine type, where each segment prioritizes different truck characteristics

Segment	Common Minerals	Description	CTQ Preference (1-10)					
			Payload	Stall Grade	Availability	Fuel Efficiency	Forward Speed	Price
Rare Earth Elements	<ul style="list-style-type: none"> Gold Silver Platinum Uranium Europium Thorium 	<ul style="list-style-type: none"> Rare earth elements and precious metal mines are often located in remote areas of the world It is very costly and time consuming to get technicians on site for repairs Low yields, requiring a significant amount of earth to be moved for small quantities of product Terrain, topology and size differ significantly among the mines, but the majority are in mountainous regions 	10	7	6	5	7	3
Base Metals	<ul style="list-style-type: none"> Copper Iron ore Cobaltite (Cobalt) Bauxite (Aluminum) 	<ul style="list-style-type: none"> Base metal mines are typically located in extreme environments, including mountainous regions with extreme climates Terrain, topology and size differ significantly among the mines, but the majority are in mountainous regions 	6	10	6	7	4	5
Aggregates & Fuels	<ul style="list-style-type: none"> Gravel Sand Coal 	<ul style="list-style-type: none"> Aggregated and coal mines are typically located in easily accessible locations As they're dealing with heavy, rough material, they typical face heavy abuse from their users Commodity mines have single digit operating margins and manage to strict budgets 	3	2	7	7	7	9