

Supplier Development Manual



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Purpose of the Supplier Development Manual

This manual provides a roadmap for the transformation of the working relationship between Robinson, Inc. and you, our suppliers, to achieve our corporate strategic goals.

Our goal is to significantly reduce complexity, which will result in a more streamlined, efficient supply base. This manual offers a high-level overview of tools and information necessary for you to help us move from our “as is” state to a desired “to be” state.

This manual will help you to better understand Robinson’s expectations, engage more fully in Robinson’s initiatives, and achieve both robust process controls and continuous improvement in quality metrics.

This manual enables Robinson to communicate more consistently and effectively with you, thus helping to establish a positive atmosphere in which teamwork and collaboration can flourish. For us to be mutually successful, we must all strive to create a “zero-defect” environment in which ongoing data review will drive proactive process improvements.

Working together with the processes outlined in this manual, we can successfully generate breakthrough quality improvements, create world-class products and deliver them effectively while contributing to each other’s success.

This manual is not intended in any way to obviate Robinson’s Purchase Order Terms and Conditions, which contractually govern the relationship between Robinson and our suppliers.

Introduction to Robinson

HISTORY

Robinson didn't start out as a fabricating powerhouse with cutting-edge capabilities, but we've always had metal in our blood. Al Robinson, founder of Badger Sheet Metal, raised sons Maurie and Tom Robinson in the world of metal. Their entrepreneurial spirit is the core of Robinson today: state-of-the-art facilities, a dedicated workforce, and quality workmanship.

1923 – Al Robinson starts Badger Sheet Metal; sons Maurie and Tom eventually become partners.

1975 – The brothers open Robinson Metal and Roofing, a new venture offering three distinct areas: sheet metal work, heating & air conditioning, and roofing.

1987 – Tom's son Todd joins as salesperson in heating & cooling.

1989 – Long-time employee Darrell LaCrosse takes the role of General Manager.

1999 – The Company is sold to Darrell LaCrosse and Todd Robinson after Maurie Robinson passes away and Tom Robinson retires.

2000 – Robinson Metal, Inc. becomes the company name and is relocated to a larger facility, allowing for increased capabilities.

2018 – Robinson expands to a second 112,000 square foot facility at 2121 S 30th St., Manitowoc, WI.

2019 – Robinson expands to a third 180,000 square foot facility at 2107 American Blvd., De Pere, WI.

2020 – Robinson Metal, Inc. becomes Robinson, Inc.

2023 – Robinson transitions company ownership to an ESOP.

2024 – Robinson expands to a fourth 310,000 square foot facility at 2121 American Blvd., De Pere, WI.

LOCATIONS

Corporate Office: 1580 Mid Valley Dr. De Pere, WI 54115

DP1: 1740 Eisenhower Road De Pere, WI 54115

DP2: 2107 American Boulevard De Pere, WI 54115

DP3: 2121 American Boulevard De Pere, WI 54115

Manitowoc: 2121 S 30th Street Manitowoc, WI 54220

CONTACT

(920) 494-7411

Robinsoninc.com

Supplier Expectations

- Conduct business in accordance with basic business acumen and in a respectful manner. Failure to comply may result in an end to our business relationship.
- **Work safely:** Contractors that perform work on Robinson premises, or job sites, must pass a contractor pre-qualification process, including compliance with environmental, health and safety regulations. Follow Robinson safety guidelines when working onsite.
- Respect the Robinson brands and protect Robinson confidential and proprietary information.

Continuous Improvement Expectations:

- Identify areas for cost reductions.
- Implement training programs to support development of your organization and personnel.
- Implement Lean principles.
- Deploy 6 Sigma or similar continuous improvement structure and methodology.
- Review performance metrics monthly and take corrective action as needed.

Ensure Business Continuity:

- Maintain financial stability. Participate in annual financial health reviews when requested. Maintain a balanced customer base and competitive/flexible cost structure.
- Perform business continuity planning for business resumption from an unexpected disruption.
- Provide obsolescence management planning for high-risk components.

Support Product Development:

- Maintain leading-edge, world-class capability in manufacturing processes/materials/systems.
- Participate in design collaboration and implement compatible design systems.

Supply Chain Expectations

Supply Chain Agreements: Suppliers shall promptly complete & return applicable agreements before commencing business.

- Non-Disclosure Agreement (NDA)
- On-Site Service Agreement (OSA)
- Joint development agreement, Long-term agreement, Exclusivity agreement, etc.

Request for Quote (RFQ): Suppliers are expected to respond to the request within three (3) business days or as specified.

- Participate in cost modeling and open book pricing.
- Follow quoting guidelines provided in the invitation to quote.
- Submit Packaging Information form, if applicable.
- Submit domestic content certification, if applicable.
- Provide detailed tooling information, if applicable.

Purchase Order (PO):

- All Purchase Orders are subject to the [Purchase Order Terms & Conditions](#).
- Understand that Robinson purchase orders are contracts.

Shipping Information: The ship-to address and shipping instructions will be clearly marked on the P.O. Contact your Robinson point of contact if any shipping information is missing.

Packaging: The supplier shall preserve the product during internal process and delivery to Robinson. Additional packing information can be found in the General Packaging Guideline section of this document.

Packing Slip and Labels: The supplier shall adhere to the specifications as it relates to the packing slip and labeling requirements. See [Purchase Order Terms & Conditions](#).

Invoicing: Payment and receipts are made in accordance with Robinson, Inc. [Purchase Order Terms & Conditions](#) or the negotiated terms of the PO.

Supplier Selection Process

Capability Assessment & Supplier Approval:

- Robinson Strategic Sourcing will evaluate a supplier or potential supplier's ability to provide Robinson with material, parts or services. The evaluation covers a supplier's business operations and capabilities, quality, capacity, cost, pricing, scheduling and delivery.
- The Strategic Sourcing Lead will initiate the NDA to begin communications, then send an RFI form to understand the supplier's capabilities.
- Robinson Supply Chain and Quality personnel will review pertinent information and decide upon the appropriate action:
 - Request a self-assessment to be completed by the supplier.
 - Schedule an on-site audit, if applicable.
 - Request additional information from the supplier.
 - Eliminate the supplier from further consideration, if applicable.

Supplier Selection Quality:

- The selected supplier will follow the Production Part Approval Process (PPAP).
- See Robinson Supplier Quality Manual and PPAP requirements for additional details.

Supply Chain Quality Expectations

Supplier Development Process (SDP): Suppliers are expected to participate in the Supplier Development Process which demonstrates robust process control and verifies conformance to the Robinson Quality System Requirements per ISO 9001:2015.

Non-Conforming Material (NCM): Suppliers are expected to have a system in place to prevent the shipment of non-conforming material to Robinson, Inc.

Requests for Deviation Approvals (DA): DAs are required to be promptly submitted through Intalex, or your quality representative, and must be approved before the products can be shipped to Robinson Inc.

Corrective Action Preventive Action (CAPA) and Quality Notifications (QN): CAPAs and QNs will be initiated and processed through your quality representative. Suppliers are expected to respond in a timely manner.

Robinson Quality Policy

Quality Objectives – Setting and monitoring measurable objectives to drive continuous improvement.

Partnerships – Building strong relationships with suppliers and customers to enhance the quality of our products and services.

Employee engagement – Empowering our employees and providing them the training and resources necessary to contribute to the effectiveness of our quality objectives.

Quality Objectives:

- On-time Delivery
- Customer Service
- Product Quality

Mission – To be a leader in manufacturing excellence, driven by a commitment to unparalleled quality and innovation.

Vision – To create a future where our manufacturing expertise is synonymous with reliability and ingenuity.

Packaging Requirements

Packaging Requirements – Protecting the products you make for Robinson.

Packaging and preservation are critical elements that aid in production of our products from point of origin to the final point of use. Please contact your Robinson point of contact for further information.

General Packaging Guidelines:

- All pallet wood used is to be in good condition and able to support products until arrival at their shipped destination.
- PRS standard HT pallet is acceptable, size to properly accommodate products shipped.
- Metal banding is allowed with proper protection to products. Polyester banding or polymer banding may be used.
- Most common stretch wrap used for a pallet load is LDPE (low density polyethylene).
- Hazmat Suppliers must include associated Safety Data Sheet attached to shipment.
- All metal is to be treated with a Rust Preventative (RP) or contained in a VCI environment unless specified otherwise, if applicable.
- A sub-supplier list must be provided and approved by Robinson.
- Packaging should not have artwork other than approved Robinson artwork.
- Packaging should arrive in a condition which is ready to stock and not need repackaging.
- Shipments that do not meet the minimum standards will be rejected and returned per the Supplier Quality Manual. Any associated costs incurred by Robinson will be charged back to the supplier.

Contacts

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