



INDUSTRIAL FASTENERS INSTITUTE
DIVISION III – AUTOMOTIVE INDUSTRY FASTENER GROUP
MEETING MINUTES

DATE: Tuesday, May 12, 2026
PLACE: Birmingham Community House; Birmingham, MI
TIME: 1:00PM Eastern
PRESIDING: Sarah Schultz, Division III Chairperson

1) **CALL TO ORDER**

The meeting was called to order by the division chairman, Sarah Schultz, with the following in attendance. Each person introduced themselves.

NAME	COMPANY
Sarah Schultz	Vico Products Co. - DIII Chair
John Medcalf	Agrati, Inc.
Genevieve Dantzler	Arnold Fastening Systems, Inc.
Mario Guzman	Arnold Fastening Systems, Inc.
Nicholas Van De Venter	Arnold Fastening Systems, Inc.
Ryan Ward	Arnold Fastening Systems, Inc.
Doug Herriff	Bollhoff, Inc.
Andrew Blaszak	Camcar Innovations
Frank Hartgers	Charter Steel
Bill Buban	Cold Heading Company
Jim Joliet	Cold Heading Company
Sammy Stevens	Cold Heading Company
Mark Konkle	Decker Manufacturing Corporation
Scott Foss	Decker Manufacturing Corporation
Joe Gobernatz	EJOT ATF, LP
Paula Tognetti	Fontana Gruppo NA
Anthony Costa	Forest City Technologies, Inc.
Duane Droblich	Forest City Technologies, Inc.
Allan Birnie	Formnet, Inc.
Christoph Aust	Forplan AG
Brad Hanna	Hanna Finishing
Dan Walker	Industrial Fasteners Institute
Mark Quebbeman	Industrial Fasteners Institute

NAME	COMPANY
Preston Boyd	Industrial Fasteners Institute
John Stadelman	Industrial Steel Treating Company
Kevin Vollmert	ITW Shakeproof
Nic Krause	J & M Plating, Inc.
Keith Martin	King Steel Corporation
Brett Henry	MacLean-Fogg Company - MFCS
Kevin Schlueter	MacLean-Fogg Company - MFCS
Kyle Kapa	MacLean-Fogg Company - MFCS
Jacob Lucius	National Machinery L.L.C.
Donald Dopierala	NOF Metal Coatings Group
Walt Kacher	NOF Metal Coatings Group
Micha Fulgham	Nylok LLC
Erick Kuntzelman	O&K American Corp.
Jeff Natale	Prestige Stamping, LLC
Matt McIntosh	Prestige Stamping, LLC
Raymond Gurnick	Seaway Bolt & Specials Corp.
Jim Schuler	Semblex Corporation
Patrick Bielman	STANLEY Engineered Fastening
Nilo Urbani	SurTec USA
Christopher McIntosh	The Magni Group, Inc.
Fritz Pappert	The Magni Group, Inc.
Matthew Herbster	The Magni Group, Inc.

2) **ANTITRUST REMINDER**

Sarah Schultz reviewed the antitrust reminder for the members attending.

3) **APPROVAL OF MINUTES**

Sarah Schultz requested a motion, it was received and seconded, and

VOTED

To approve the minutes of the Division III Automotive Meeting held on March 10, 2026, as distributed

4) **BUSINESS REPORTS**

Mark Quebbeman reviewed current and upcoming IFI activities.

- IFI Standing Committees Updates (Anyone interested in participating in these committees should contact Dan Walker or their Division Manager)
 - Communications Committee – Reviewing newsletter and other IFI messaging for content and timing
 - Program Planning Committee – reviewing activities and events for spring and fall membership meetings
 - Nominations Committee – Has compiled roster of division and IFI leadership candidates; drafted roles and responsibilities for member leadership positions.

- Apprenticeship Program
 - 5 members companies (4 from Division III) have already registered
 - 18 additional member companies (5 from Division III) have inquired and are having site visits
 - Carol Howerton, Director of Workforce Programs for the Marshall Advanced Manufacturing Center will present details on the IFI Apprenticeship Program at the Division III meeting scheduled for July 13 at TPC Detroit in Dearborn
- Safety Committee
 - IFI is scheduling an upcoming Safety Professionals virtual meeting
 - Topics will include:
 - Environmental, Health & Safety (EHS) and Potential Serious Injury or Fatality (PSIF) incident experiences,
 - key member safety lessons learned and corrective actions,
 - EHS initiatives, challenges, opportunities, and best practices,
 - Regulatory issues and changes
 - Open forum
- Technology Committee
 - First “Standards Camp” held at IFI HQ on 4/27/26, to introduce IFI member engineers to fastener consensus standards development process at ASTM, SAE, ASME, and ISO. Panel of fastener industry experts including Salim Brahimi, Steve Sherman (Industrial Rivet), and Nick Lessnau (Fontana/MNP) served as “camp counselors”.
 - Emerging Professionals Initiative – A mentoring program for member “next generation” engineering and technical people has been approved by the IFI Board, including two scholarships each year of \$5,000 each to cover professional development and travel to attend ASME and ASTM meetings.
 - ASTM SpecBuilder – IFI Board has approved and allocated funding for the Technology Committee to evaluate this software used in engineering document development and revisions and technical project task group collaborations. Currently, an IFI Technology Committee trial run is pending.
 - Technology Committee task groups working on revising standards and testing for:
 - Break mandril blind rivets
 - Self-drilling screws
 - 12-point flange bolts
 - Rivet nuts
 - Tensile stress area for metric threads
 - Proof load testing got nuts
 - Pre-applied adhesives for fasteners
 - Revisions for IFI Technology Handbook and IFI Technical Bulletins

- Requirements Contracts – Litigation Update
 - *Kamax v. FCA (Stellantis)* appeal to the Michigan Supreme Court re: question on whether non-specific or ambiguous quantity terms in customer requirements contracts complies with the Uniform Commercial Code (440.2201(1)), including quantity terms:
 - Quantity term commitment – “from 1 part to 100% of part requirements”
 - Quantity term commitment – From 65% to 100% of part requirements”
 - Kamax and Stellantis have settled and the Michigan Supreme Court has dismissed the case.
 - So, the issue remains unresolved at the present. Unless this changes, future disputes with customers may default back to the Cour of Appeals decision to uphold current contract quantity terms
 - Possible causes for resolution:
 - *Detroit Diesel v. Martinrea* – A previous request to the Supreme Court to resolve this was declined pending the outcome of *Kamax*. Now with *Kamax* dismissed, the Supreme Court may agree to take up this case.
 - Several other cases working their way through the courts that could advance to the Supreme Court.
- Management Development Academy through PMA is now available to IFI members. Classes start in July and run through January, 2027. Classes will be held in Cleveland, Denver, and Tampa.
- Human Resources Workshop – Surveying IFI members to determine interest in this.
- CBAM Resource Repository – Pending getting members into Growth Zone
- Confidential IFI Workforce Survey has already been completed. Industry feedback on workforce trends and benchmarks, hiring, retention and skills challenges for the fastener industry, etc. will be shared at the fall meeting on Coeur d’Alene. Information will be reported in the aggregate; individual company data or names of participants will not be shared.
- Upcoming Member Training (non-aerospace)
 - May 27-28 – Fundamentals of Geometric Dimensioning and Tolerancing for Fasteners (IFI HQ in Independence, OH)
 - June 12 – Basics of Cold-Heading (live webinar)
 - August 3-4 – Deep Dive into Material Mechanical Property Standards (Embassy Suites in Rockford, IL; preceded by a tour of J&M Plating)
 - September 11 – Metric Threads (live webinar)
 - November 17-18 – Fastener Manufacturing Defects and Fatigue in Fasteners (IFI HQ in Independence, OH)

5) **NEW BUSINESS**

Sarah Schultz asked if there was any new business to discuss. There was none.

6) **UPCOMING DIVISION III MEETINGS**

Sarah Schultz reviewed the schedule for upcoming Division III meetings.

- Monday, July 13, 2026 – Division III Meeting and John D. Fischer Memorial Golf Outing at TPC Dearborn, MI
- Tuesday, September 29, 2026 – IFI Fall Membership Meeting at The Coeur d’Alene Resort in Coeur d’Alene, ID
- Tuesday, December 1, 2026 – Division III Year-end Meeting at the Embassy Suites in Troy, MI
- Tuesday, March 2, 2027 – IFI Annual Membership Meeting at the Ritz-Carlton in Rancho Mirage, CA

7) **GOVERNMENT AFFAIRS AND TARIFF UPDATE**

Sarah Schultz introduced Jennifer Baker Reid of the Laurin Baker Group who presented virtually the latest update on tariffs and government affairs. Her presentation slides are attached and are a part of these minutes.

8) **THREE BIG RISKS THAT UNDERMINE GROWTH**

Sarah Schults introduced Bryan Gray of the Revenue Path Group. Bryan’s presentation slides are attached and are a part of these minutes

9) **AI SOLUTIONS FOR FASTENER MANUFACTURERS**

Sarah Schultz introduced David Hebert of CoreHelix. David in turn introduced Rahul Gangulee and Nikhil Puri of CoreHelix. Their presentation slides are attached and are a part of these minutes

10) **MEETING ADJOURNED**

Respectfully Submitted,
Mark Quebbeman
Recording Secretary

Attachments:

- 1) Government Affairs and Tariff Update (Jennifer Baker Reid)
- 2) Three Big Risks That Undermine Growth (Bryan Gray)
- 3) AI Solutions for Fastener Manufacturers (David Hebert, Rahul Gangulee, and Nikhil Puri)

IFI Government Affairs Update

IFI Division III Meeting
May 12, 2026



[Insert Breaking News Item Here]

- This slide kept blank to talk about whatever has happened/been posted since I finished these slides I woke up this morning.

Reminders

- The following slides are intended as general information only based on an analysis of currently available resources.
- **I am not an attorney** and this information should not be used for final trade compliance purposes.
- Please consult your company's legal and trade compliance counsel.
- 1/29/26 Tariffs 101 Webinar Slides/Recording Available.

General Tariff Resources

Update on IEEPA Refunds

Helpful Tariff Resources

Where to find your HTS Code: <https://hts.usitc.gov/download>

NEW Customs Guidance for April 2, 2026 Steel/Aluminum/Copper Content Valuation:
<https://content.govdelivery.com/accounts/USDHSCBP/bulletins/4117593?reqfrom=share>

CUSTOMS IEEPA REFUND PAGE: <https://www.cbp.gov/trade/programs-administration/trade-remedies/ieepa-duty-refunds>

Find on which China Tariff list the import appears:
<https://ustr.gov/issue-areas/enforcement/section-301-investigations/search>

Section 232 Steel Announcement: <https://www.federalregister.gov/documents/2025/03/05/2025-03598/implementation-of-duties-on-steel-pursuant-to-proclamation-10896-adjusting-imports-of-steel-into-the>

Section 232 HTS list of Steel Derivatives:
https://content.govdelivery.com/attachments/USDHSCBP/2025/03/11/file_attachments/3192385/steelHTSlist%20final%20%281%29.pdf

Section 232 Aluminum Announcement:
<https://www.federalregister.gov/documents/2025/03/05/2025-03596/implementation-of-duties-on-aluminum-pursuant-to-proclamation-10895-adjusting-imports-of-aluminum>

Section 232 HTS list of Aluminum Derivatives:
https://content.govdelivery.com/attachments/USDHSCBP/2025/03/11/file_attachments/3192386/aluminumHTSlist%20final.pdf

Section 232 Automotive Parts 25% Tariff List (~130 parts):
<https://www.federalregister.gov/documents/2025/04/03/2025-05930/adjusting-imports-of-automobiles-and-automobile-parts-into-the-united-states>

[Section 232 Copper Announcement:](#)

“Reciprocal” Tariff Rate by Country: <https://www.whitehouse.gov/presidential-actions/2025/07/further-modifying-the-reciprocal-tariff-rates/>

CBP Guidance: IEEPA FAQ: <https://www.cbp.gov/trade/programs-administration/trade-remedies/IEEPA-FAQ>

CBP Cargo Systems Messaging Service: <https://www.cbp.gov/trade/automated/cargo-systems-messaging-service>

February 20 Supreme Court IEEPA Decision

- No tariffs allowed under the International Emergency Economic Powers Act (IEEPA).
- Applies to country-specific reciprocal tariffs, fentanyl tariffs for Canada, Mexico and China.
- Does not apply to Section 232 or Section 301 tariffs.
- Tariffs officially ended at midnight, February 24, but there may still be some processing.

IEEPA Refunds - Overview

- One judge for all refund cases/issues.
- \$166 billion collected
- 330,000 importers with over 53 million CBP entries
- **Make sure you're signed up for electronic payments.**
- Follow your trade counsel on protesting liquidations within 180 days; filing suit on liquidated filings.
- Govt. could still appeal – ~~May 4~~ **June 6 is the last day for an appeal.**
 - **There is concern there will be an appeal and the current Phase I process will halt or slow down significantly.**

IEEPA Refunds – CAPE Status As of 4/26/26

- Currently no deadline for submitting refund requests in the CAPE system for Phase 1.
- The portal opened on April 20 for unliquidated or liquidated in the last 80 days and reports are that companies will begin receiving approved refunds beginning the week of May 11.
- 75,306 declarations submitted; 63% successfully validated.
- Of the validated 11,222,927 entries accepted for removal of IEEPA duties, 2,124,394 were rejected; 19% rejection rate.
- Of the over 11 million entries accepted, approximately 1.7 million entries (15%) have been liquidated and refunds likely week of May 12.
- No update on Phase 2 (entries with duty drawback, reconciliation, liquidated >80 days ago).

IEEPA Refunds – CBP Refund Process

- Importer files IEEPA entry list in ACE
- ACE validates each entry, recalculates duties
- CBP verifies declarations, processes refunds
- ACE liquidates/reliquidates entries
- ACE aggregates refunds with interest by importer
- CBP certifies the refunds
- Treasury issues IEEPA refunds electronically
- Click [here](#) for CSMS guidance on all things CAPE.
- Click [here](#) for CSMS guidance on how to keep CAPE data secure.
- Click [here](#) for CSMS guidance on ACE/CAPE reports.

**60-90 Days From
Time of
Acceptance**

IEEPA Refunds – CAPE Phase 1 Parameters

- CAPE Phase 1 accepts CAPE Declarations containing entries liquidated within the preceding 80 days to ensure that processing is complete and entries are reliquidated by the 90th day to meet the agency's legal timeframe for voluntary reliquidation pursuant to 19 U.S.C. § 1501.
- CAPE Phase 1 accepts CAPE Declarations containing entries for which the liquidation status is "Suspended," "Extended," or "Under Review." The Mass Processing component of CAPE updates these entries by removing the HTS code requiring IEEPA duties and recalculates the duties owed without IEEPA duties.
 - CAPE will not liquidate or process the refund of the IEEPA duties on these entries, which will be liquidated (without IEEPA duties) in the normal course, and the IEEPA duties will be refunded upon liquidation.
- Entries subject to antidumping and/or countervailing duties (AD/CVD) are included in this scenario if their liquidation is suspended pending instructions from the U.S. Department of Commerce (DOC).
 - Entries subject to AD/CVD will be accepted on a CAPE Declaration and the IEEPA duties will be removed, but CBP will not liquidate or process the refund of the IEEPA duties until it receives instructions from DOC to lift the suspension and liquidate the entries.
- CAPE Phase 1 also accepts CAPE Declarations containing warehouse and warehouse withdrawal entries. CAPE will remove the IEEPA HTS codes for warehouse and warehouse withdrawal entries, but will not liquidate or process the refund of the IEEPA duties on these entries.
 - Instead, the liquidation process for warehouse entries will continue to be performed by CBP in the normal course after all withdrawals have been made and the warehouse entry is ready for liquidation, at which time CBP will process the refund of IEEPA duties.

IEEPA Refunds – CAPE Phase 1 is Not...

- The following categories of entries subject to IEEPA duties will not be accepted on a CAPE Declaration in **Phase 1**:
 - Entries that have been flagged for reconciliation, as well as Entry Type 09 – Reconciliation Summary;
 - Entries designated on a drawback claim;
 - Entries covered by an open protest;
 - Entries not filed in ACE, and entries without a liquidation status in ACE; and
 - Entries subject to AD/CVD, for which DOC has issued liquidation instructions, that are pending liquidation in accordance with 19 U.S.C. § 1504(d).

New Section 122 Balance of Payments Deficit Tariffs

- 10% tariff for up to 150 days **effective 12:01am, February 24, expires at 12:01am July 24.**
- Applies to all countries with some product exemptions – think Annex II under IEEPA.
- Can rise to 15% and Trump said it will but that would violate some of the negotiated trade deals (UK, Japan, EU).
- Congress can extend but won't.
- Includes USMCA exemption.
- Does not stack on top of Section 232.
- Does stack on top of Section 301, MFN general duties.

Known Unknowns on Section 122 Tariffs

- Are they legal and could a challenge be completed in 150 days?
 - 24 states and 2 small businesses filed suit
 - 5/7/25 CIT finds tariffs illegal, only applies to Washington, 2 plaintiffs; Administration appeals
- Never been used before.
- Will Congress extend beyond 150 days? (Highly unlikely)
- After 150 days, can President issue 122 again?
- Could President withdraw it early and reinstate?
- Does the 150-day clock reset if he issues amended order at 15%?
- What about refunds if challenged?
- And what about those country-specific deals? Countries with negotiated deals are currently paying 10% plus MFN until Administration can finalize Section 301 tariffs to get them up to higher rates.

These probably get a legal challenge.

Pre-SCOTUS Decision Country Deals as of February 20, 2026

Customs Guidance for Each Country

Do NOT apply to Section 232 products unless noted, do apply to non-fastener purchases.

Currently, all countries paying 10% + MFN under Section 122

European Union	Framework Announced – 15%; EU approved its part of the deal after 4/2/26 White House Steel/Aluminum/Copper Announcement
India	Framework Announced – 18%; deal not final
Japan	Framework Announced – 15%
South Korea	Framework Announced – 15%; 1/2026 threat of 25% because SK Legislature hasn't acted
Switzerland	Framework Announced – 15%
Taiwan	Agreement on Reciprocal Trade Announcement of 15% on 1/15/26; Agreement on 2/12/26 but no guidance yet; Includes Section 232 auto parts, timber, lumber & wood but NOT Section 232 steel/aluminum/derivatives
United Kingdom	Economic Prosperity Deal – 10%; 25% steel/aluminum/autos
Vietnam	Framework Announced – 19%; no guidance

Updated 05/12/26

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China

- Early November 2025 deal where US agreed to 1-year lowering of IEEPA fentanyl tariffs to 10% and China agreed to stop restricting critical minerals/rare earths elements. (Spoiler alert: they have not stopped, see: Tungsten availability/price.)
- US also delayed Section 301 action on shipping/port fees.
- China tariffs today:
 - Section 122 (10%) + Section 301 (25% List 3) OR
 - Section 232 (50%) + Section 301 (25%)
- President visiting China May 14-15.
- USITC working on a report on the economic effect of removing PNTR for China.
- USTR started 2nd 4-year review of Section 301 tariffs.

Europe

- April 21: Doubled EU tariffs on steel imports to 50% and cut tariff-free quotas by half, effective end of June.
- By June 2027, the Commission will decide whether to extend tariffs to derivative steel products and revisit scope every 2 years.
- Trump threatened 25% EU Auto Tariff (up from 15%) because trade deal not ratified – later gave a July 4 deadline.

What's Next for Tariffs?

Primary Focus After 122 Tariffs – 301, 232, 338

- Section 301 targets countries for trade violations
 - Process with public comment
 - Can revive “dormant” investigations or initiate new ones
 - China, Brazil
 - Industrial excess capacity, forced labor
- Section 232 focuses on national security, specific products
 - Investigation (up to 270 days) but can move very fast
 - Upheld by Supreme Court
 - Several ongoing and potential new ones on plastic piping, industrial chemicals, “fittings”
- Section 338 (discriminate against U.S. tariffs)
 - Up to 50%, bans on imports by country
 - No investigation needed, can move quickly
 - Never been used.

New Section 301 Investigations – Manufacturing Capacity

- 3/11/26: USTR initiated Section 301 investigations against 16 economies for “structural excess manufacturing capacity”.
- China, EU, Singapore, Switzerland, Norway, Indonesia, Malaysia, Cambodia, Thailand, Korea, Vietnam, Taiwan, Bangladesh, Mexico, Japan, and India.
- Sectors covered: steel, aluminum, autos, machine tools, machinery, robotics, semiconductors, ships.
- Public comments due 4/15/26; public hearings just completed May 5-8.
- Public comment period again with recommended tariffs.

New Section 301 Investigations – Forced Labor

- 3/12/26: USTR initiated 60 separate Section 301 investigations targeting countries that fail to take action against forced labor.
- 86 countries targeted including EU, Canada, India, China.
- Investigations examine whether countries' failures to enforce forced labor prohibitions burden or restrict U.S. commerce.
- Public comments due 4/15/26; public hearing completed April 28.
- Public comment period again with recommended tariffs.

232 Tariff Investigations

Product	Scope	Status
Steel	Chapter 72, articles in Chapter 73; Select goods made of steel	50%
Aluminum	Most of Chapter 76; Select goods made of aluminum	50%
Copper	Copper; Copper Alloys; Select Products made of Copper	50%
Autos, Automotive Parts	Autos, select automotive parts (process to include more parts)	25%
Medium- & Heavy-Duty Trucks, Buses Updated 05/12/26	10,000+ lbs; parts; engines; transmissions The Laurin Baker Group, LLC	25% 10% buses 21

232 Tariff Investigations

Product	Scope	Status
Pharmaceuticals	Non-generic; ingredients, PPE	Up to 100%
Timber & Lumber	Timber; Cabinets; Vanities; Upholstered Furniture	10%; 25% 30%; 50%
Industrial Machinery, Robotics	CNC machining centers, automatic tool changers; industrial ovens	Pending
Aircrafts, Parts	Commercial aircraft, jet engines and parts	Pending
Wind Turbines	Turbines and components	Pending

Pending 232 Tariff Investigations

Product	Scope	Status
Semiconductors	Products containing semiconductors (phones)	Pending
Critical Minerals	Includes semi-finished and finished goods	Pending
Polysilicon	Polysilicon & derivatives (wafers, cells, chips)	Pending
Unmanned Aircraft Systems	Drones and components	Pending

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Status of Section 232 Steel/Aluminum/Copper Tariffs

April 2 New Section 232 Metals Proclamation

Effective April 6, 2026

- **The Proclamation makes it clear that the Section 232 tariffs apply to the full customs value of the item, regardless of metal content.**
- [Annex I-A](#) – **All raw material and steel, aluminum and copper fasteners are found on this Annex.** These articles made entirely or almost entirely of aluminum, steel, or copper will be subject to a **flat 50% tariff on their full customs value** regardless of metal content except as follows:
 - **10% for derivative products (i.e., fasteners) made with ≥95% U.S. steel/aluminum/copper** – **NOTE:** the raw material is still subject to the country's tariff (i.e., 25% for Canada), only the “derivatives” on Annex I-A are subject to the 10% rather than the otherwise applied 50%;
 - 25% for products made of ≥95% steel/aluminum/copper from the UK; and
 - 200% for aluminum products from Russia and 50% for steel.

April 2 New Section 232 Metals Proclamation

Effective April 6, 2026

- [Annex I-B](#) – Derivative articles on this list made “substantially” of steel, aluminum, or copper will be subject to a flat **25% tariff on their full value** except as follows:
 - 15% for products from the UK; and
 - 10% for products made of U.S. metals.
- [Annex II](#) – These articles have been removed from the tariff list completely because they contain 15% or less metal content by weight [per the White House Fact Sheet](#).

April 2 New Section 232 Metals Proclamation

Effective April 6, 2026

- [Annex III](#) - Certain **metal-intensive industrial equipment** and electrical grid equipment will be subject to a **15% tariff through 2027**.
Note that this list includes some fastener industry machinery.
 - The 15% rate is inclusive of the most favored nation (MFN) rate.
 - The rate is 10% if the product contains $\geq 95\%$ U.S. metal content.
 - The rate is 25% if the country is one with which the US does not maintain normal trade relations. These countries currently include Cuba, N. Korea, Russia and Belarus.
- **Termination of Derivative Inclusions Process:**
The proclamation terminates the prior derivative inclusion processes. The Secretary of Commerce and USTR are authorized to include (or remove) additional derivative articles on a rolling basis when imports threaten national security.

What about the Express Fasteners Lawsuit on Steel Content?

- 1/27/26: Express Fasteners of Illinois (distributor) files [suit in Court of International Trade](#) challenging the CBP's Base Metals Center of Excellence Expertise (CEE) December 2025 and January 2026 memos claiming that for "all metal" items, the 232 tariffs applied to full value, not just the metal content.
- The case claims that by applying the memos' interpretation, CBP has violated the Administrative Procedures Act among other things.
- Week of 4/13/26: DOJ filed its response: Plaintiff had ways to protest its duty bill administratively and the court should dismiss. EF likely to appeal?
- If you have protested an entry and await a court decision, there is no CAPE processing and it is unclear what CBP will do for shipments between June 5, 2025 and April 6, 2026.

Section 232 Reminders

- Section 122 tariffs do not stack with Section 232.
- USMCA status does not currently apply to Section 232.
- Fasteners are not “automotive parts”.

Last Few Trade Issues

Status of USMCA Negotiations

- Required to complete a “Joint Review” by July 1, 2026.
- To prevent expiration in 2036, each country must confirm in writing desire to continue the pact for another 16 years (2042).
- If one member objects, annual reviews until all 3 parties agree and reset the 16-year clock, or the pact expires in 2036.
- Trump has/will threaten to leave USMCA, could make it annual; urge separate agreements.
 - Withdrawal occurs 6 months after notice.
- US issues are Rules of Origin/Transshipment/Chinese Content – 0% tariffs are unlikely.
- Mexico
 - USTR and Mexico have formally begun talks
 - Mexico now has 5-50% tariffs on most Chinese imports
 - April 24: Tariffs on a variety of products including 35% on fasteners
- Canada
 - Nothing official scheduled yet
- IFI comments at every opportunity; stressing importance of USMCA exclusion for Section 232s and Mexican transshipment issue.

Tungsten/Tungsten Carbide

- Availability and pricing issues.
- Recent IFI Update asked for your input on any specific DOD applications that may be at risk of delay due to shortage.
- Anonymized versions of this information can be used in advocacy meetings with DOC, USTR and DOD.
- Chinese export controls expected topic of Trump May visit.

Other Issues

Reminder: EPA TSCA 8(a) Reporting Rule Deadlines Approaching – Proposed Changes Not Final

- One-time reporting rule for yearly use from January 1, 2011-December 31, 2022.
- Reports currently due ~~April 13, 2026~~-~~October 13, 2026~~ January 1, 2027 or 60 days after final rule.
- EPA's page for this rule can be found [here](#).
- November 2025 proposed rule included a proposed *de minimis* exemption (<0.1% concentration) for reportable PFAS in mixtures or articles AND a proposed exemption for imported articles (**fasteners are articles but fluids are not**).

EPA TSCA 8(a) Reporting Rule and Fasteners/Coatings

- Categories to consider – Updated Per November 2025 Proposed Rule:
 1. Fastener manufacturers with no internal plating/coating application lines: *Likely no report*
 2. Fastener manufacturers with internal plating/coating application lines and purchases coatings from domestic supplier: *Likely no report.*
 3. Fastener manufacturers with internal plating/coating application lines and IMPORTS the coatings: *Likely must report. NEW: Still have to report if imported articles exempt because chemicals/liquids are NOT articles.*
 4. Fastener distributors selling domestic fasteners: *Likely no report.*
 5. Fastener distributors selling imported fasteners: Imported fasteners would be considered “articles” and *may have to be reported* based on info provided by manufacturer. *NEW: May not have to report if imported articles exempt.*
 6. Plating/coating applicators: *May have to report if import coatings/chemicals. NEW: Still have to report if imported articles exempt because chemicals/liquids are NOT articles.*
 7. Plating/coating formulators: *Must report.*

GHG Emissions – Europe’s CBAM

- Many of you have received customer requests in response to EU’s Carbon Border Adjustment Mechanism (CBAM) and climate disclosure requirements in the EU and the US.
- IFI Ad Hoc task group working on putting together resources to share.
- Reporting requirements started 1/31/24 for 4th quarter 2023, taxes set to begin in 2026.
- Covered products include iron and steel, cement, aluminum, fertilizers and electricity and extends to “screws and bolts and other articles of iron or steel.”
- In 2026, importers of covered products must pay difference between the carbon price paid in the country of production and the price of carbon allowances under the EU’s Emissions Trading System.

CBAM Changes

- 2/26/25 EU Legislative Proposal to amend CBAM – Approved:
 - Increased de minimis threshold based on embedded emissions – <50 tons per importer would be exempt.
 - 1 year delay of CBAM payments
 - Exclusion of some downstream goods and manufacturing processes that are not covered by EU ETS. Fasteners are not currently covered by EU ETS.
 - Emissions arising during the final production steps of “certain aluminum and steel goods” would be excluded from the boundaries of the calculation of emissions for these aluminum and steel goods. Unclear if this includes fasteners.

DOE Study on Emissions Intensity

- FY26 spending bill directs DOE to provide a report within 1 year to determine the average emissions intensity of goods produced in the U.S. that are part of EU's CBAM.
- This is essentially the *"Providing Reliable, Objective, Verifiable Emissions Intensity and Transparency (PROVE IT) Act"* (Sens. Cramer (R-N.D.), Coons (D-Del.) and Curtis (R-Utah) from last Congress).
- Fasteners were specifically called out in PROVE IT Act.

CA Climate Disclosure Laws

- The Climate Corporate Data Accountability Act ([SB 253](#))
- Public and private companies generating more than \$1 billion in revenue
- 2026 (Due August 2026): Scope 1 (your own [GHG emissions](#)) and Scope 2 (your power)
- 2027: Scope 3 (everything else: transportation, logistics, waste generated in factories and offices, emissions associated with products' use and end of life)

CA Climate Disclosure Laws (cont.)

- The Climate-Related Financial Risk Act ([SB 261](#))
- U.S. companies that do business in California with annual revenues > \$500 million.
- Initial report due on January 1, 2026, then biennially – Currently on hold due to litigation.
- Must post on your company website and then provide that link to a CARB public docket – available 12/1/25 and open until 7/1/26.
- [Climate Related Financial Risk Disclosures Draft Checklist](#)
- [FAQs](#) on both laws
- Preliminary [list of companies](#)

DOL/OSHA Indoor/Outdoor Heat Standard

- OSHA Proposed Indoor/Outdoor Heat Standard
 - IFI comments filed in January 2025
 - IFI Rep testified at July 2025 public meeting
 - IFI submitted post-hearing comments on 10/30/25
 - Trump Administration will not finalize or will amend tremendously
 - Recent Senate GOP letter and legislation urging DOL to withdraw proposal. IFI alert to support the bill coming soon.
 - IFI participating in NAM Working Group

2026 Midterms

- A tough road for both Republicans, Democrats to control House.
- House: **218**-212 and 5 vacancies.
 - Democrats must net 3 seats to take control of House.
 - Democrats hold 13 seats won by President Trump in 2024.
 - Republicans hold 3 seats won by former VP Harris in 2024.
 - Redistricting was an even split until SCOTUS Voter Rights Act decision, VA SCOTUS decision but if inflation stays up and consumer sentiment stays down, it won't matter.
- Senate: 53-47
 - Dems would have to defend GA and flip at least 3: NC, ME, AK, OH, TX
 - That's a tall order.

Questions

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202-469-3453

THREE **BIG RISKS** THAT UNDERMINE GROWTH

How and Where You
Enter Demand
Determines the Outcome

Why am I here?











RACE TO THE **BOTTOM**



The 3C's



Commoditization



Compressed
Selling Time



Consensus
Decision Making

A hand is shown reaching out of a body of water, with water splashing around it. The entire image is covered with a semi-transparent red overlay. The text 'Unprepared & Ill-equipped' is centered on the right side of the image.

Unprepared & Ill-equipped

Resulting in...



**Rapidly
shrinking
access
influence &
impact**



THE REAL CONSTRAINT ON GROWTH



Not Market Demand



Not Competition



Not Pricing

**It's how and where
you enter demand**

THERE ARE THREE RISKS THAT UNDERMINE GROWTH

- 1 Entering too late**
- 2 Being compared**
- 3 Inheriting demand**

It All Comes Down to Where You Enter





This is NOT the market.

This is where you are entering the market.

Early insight to plans
Evaluate solutions
Create the SOW

What's been
considered early

83%

Of the journey is over

Prospect "need" is
already set

More competition
More comparison
More pressure on price

Priority

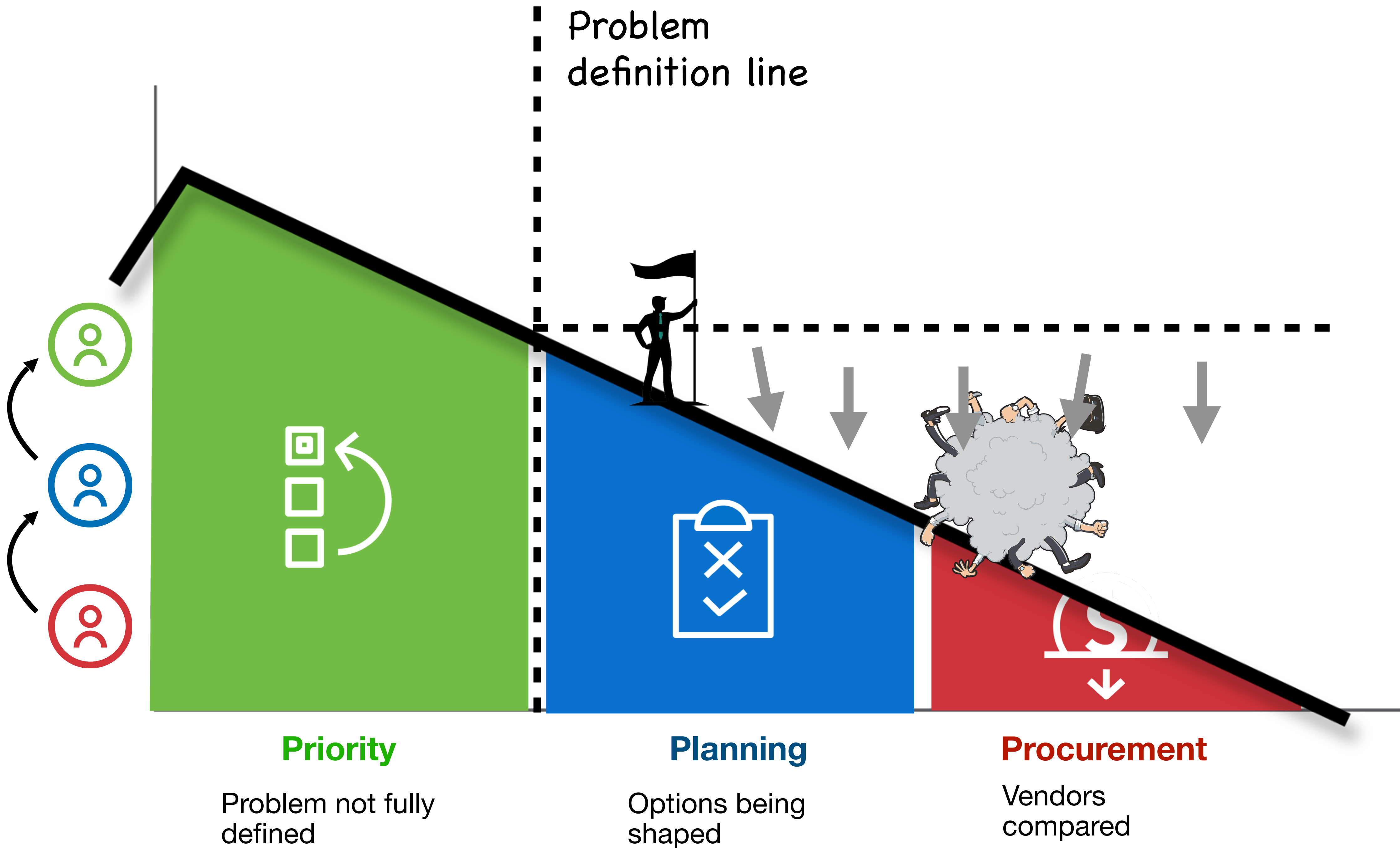
Problem not
fully defined

Planning

Options being
shaped

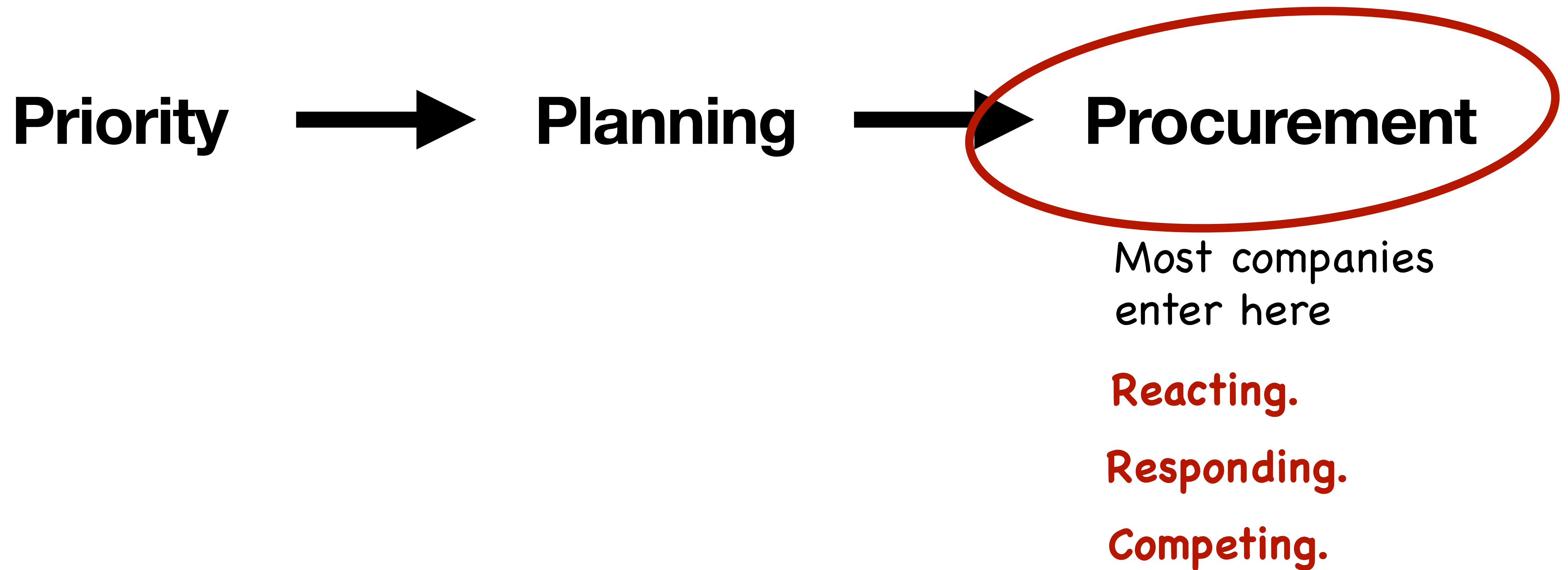
Procurement

Vendors
compared



RISK 1: **ENTERING** **TOO LATE**

You are entering after
this problem is already
defined.



**WHEN YOU'RE
COMPARED
MARGIN
COMPRESSES**

WHAT LATE ENTRY DOES TO GROWTH

No influence on the problem

Competing on defined specs

Higher effort to win

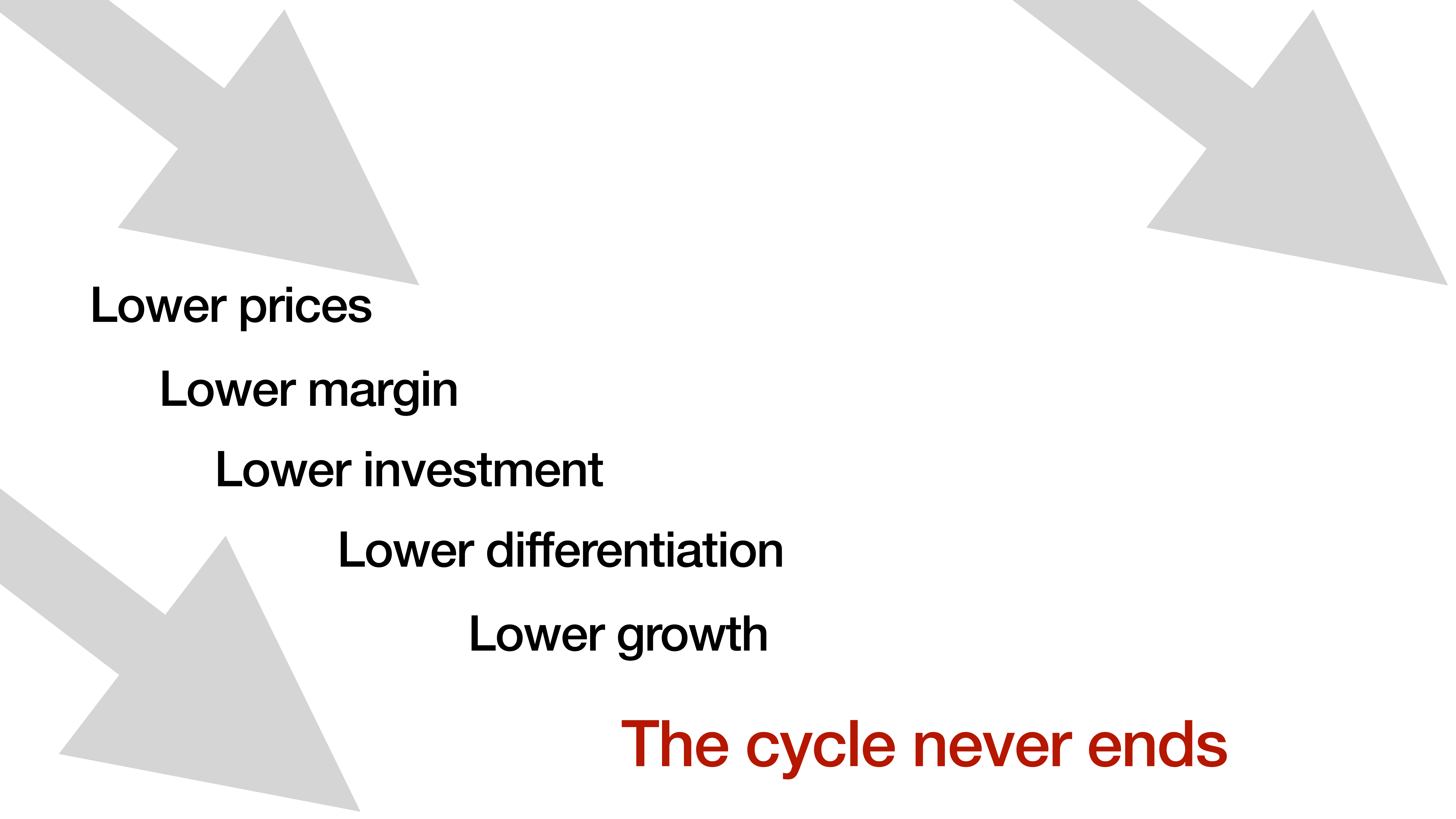
Lower margin per deal

RISK 2: **BEING** **COMPARED**

You are being evaluated
instead of chosen.



Prospects see sameness.
Price becomes the decision factor.



Lower prices

Lower margin

Lower investment

Lower differentiation

Lower growth

The cycle never ends

RISK 3: **INHERITING** **DEMAND**

You are competing inside demand shaped by someone else.

Inherit demand (react)



Accept the problem

Accept the solution

Compete on price

Create demand (shape)



Define the problem

Shape the solution

Own the outcome

YOU INHERIT:

The problem

The criteria

The competitors

YOU LOSE:

Influence

Positioning

Pricing power

**The first step...
Change how you're
positioned**

Capability vs. Consequence

What you do vs. what it changes

Capability

How you do something

How you're better

Functional impact

Consequence

What's at risk

Cost of waiting

What breaks if nothing changes

What becomes unavoidable

**CAPABILITIES
EXPLAIN.
CONSEQUENCES
ALIGN TO PRIORITY.**

Priority is not given.
It is created.

**IF YOU DIDN'T HELP
DEFINE THE
PROBLEM, YOU ARE
BEING JUDGED
AGAINST SOMEONE
ELSE'S DEFINITION.**

The Real Decision

Do we create demand - or inherit it?

Respond to demand - or shape it?

Most companies don't choose. They default.

What Creating Demand Actually Looks Like

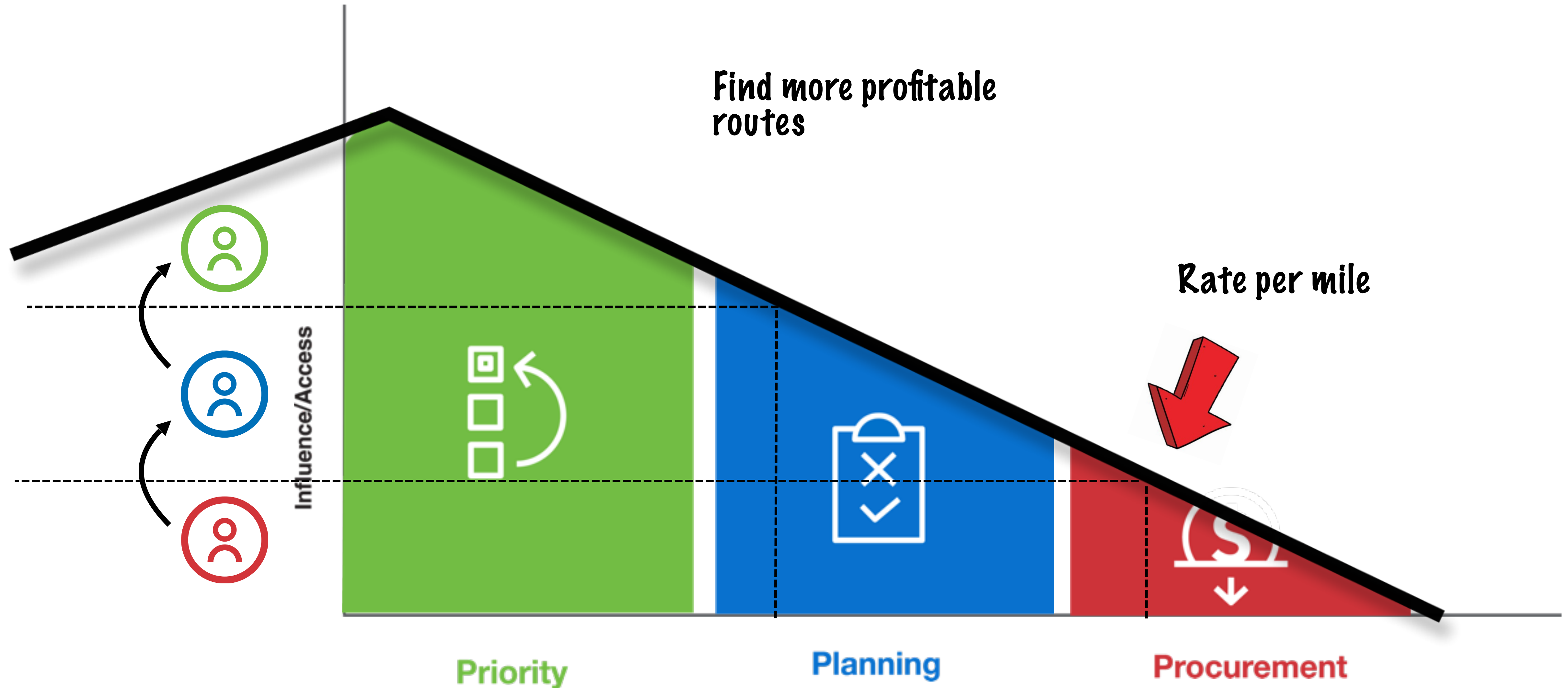
Engaging before a buying journey exists

Shaping how the problem is understood

Defining what success looks like

Industry example...

Transportation company - inundated with RFPs



**The most powerful
selling tool your sellers
don't have...**

WHY?



Capability 2

Leadership **priority**



Risk is visible



Consequence becomes real



Capability 1



Priority

Planning

Procurement

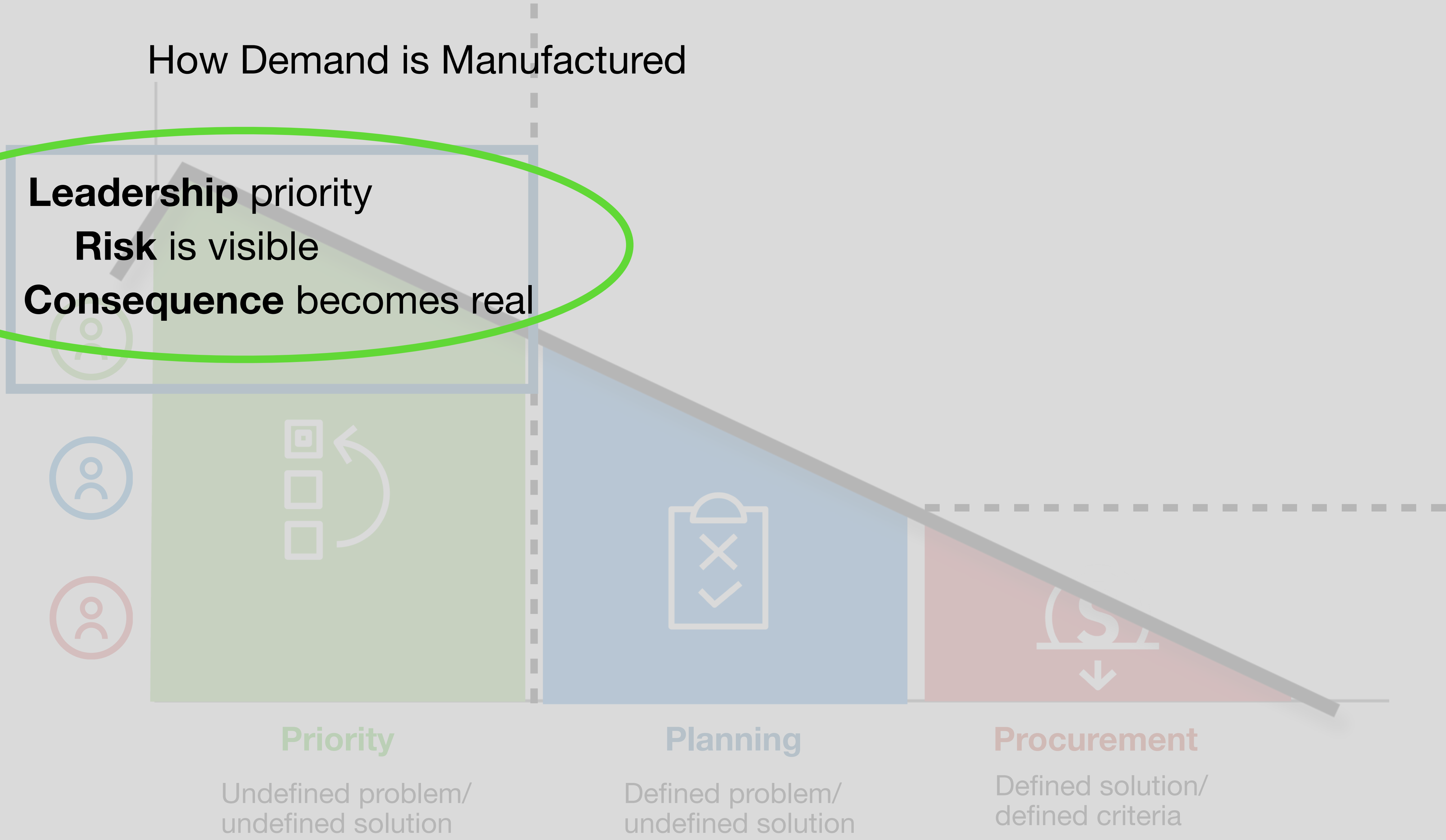
Undefined problem/
undefined solution

Defined problem/
undefined solution

Defined solution/
defined criteria

How Demand is Manufactured

Leadership priority
Risk is visible
Consequence becomes real



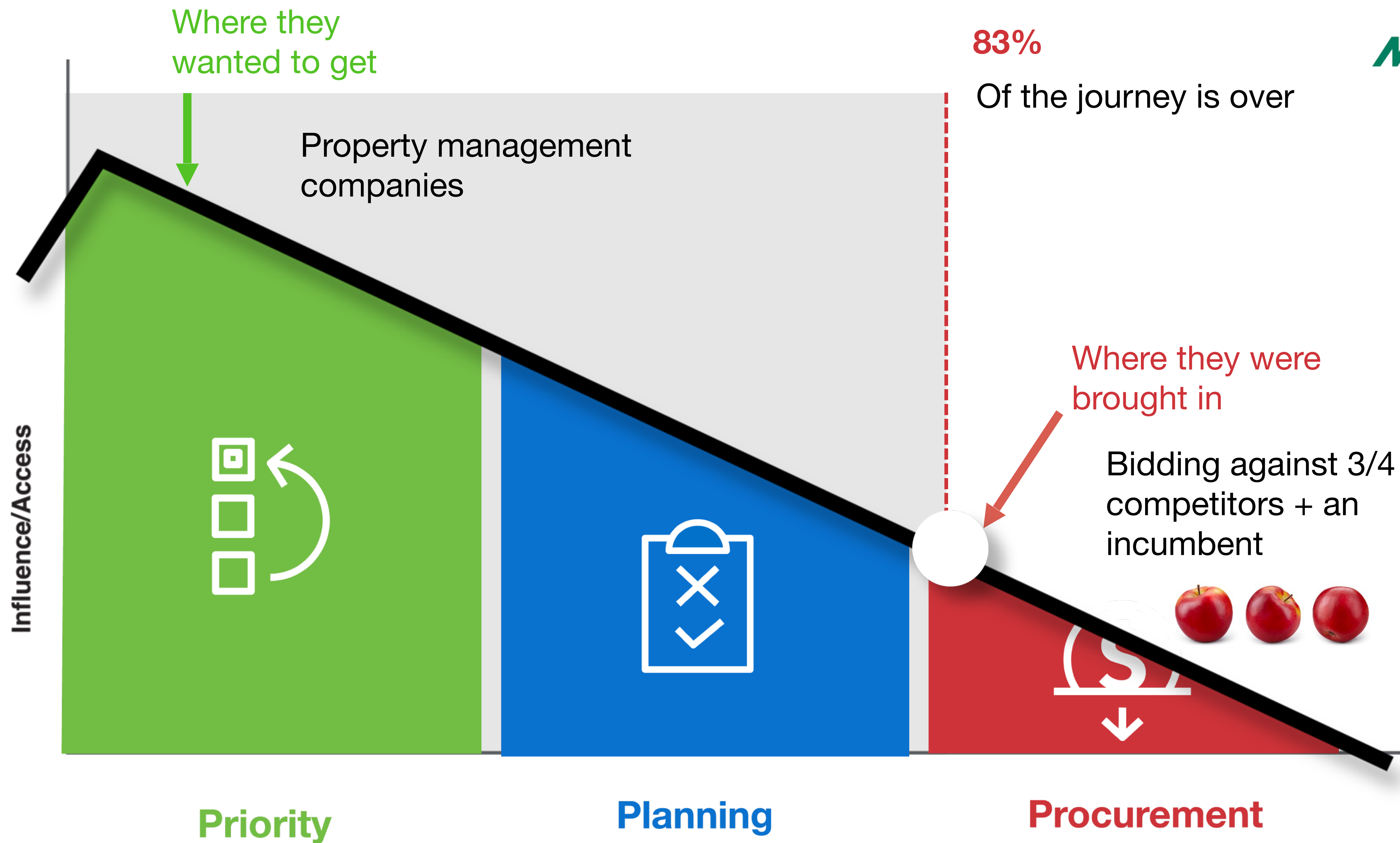
A Commoditized Business

Lawn care.

Multiple vendors.

HOA bidding.

Price Pressure.

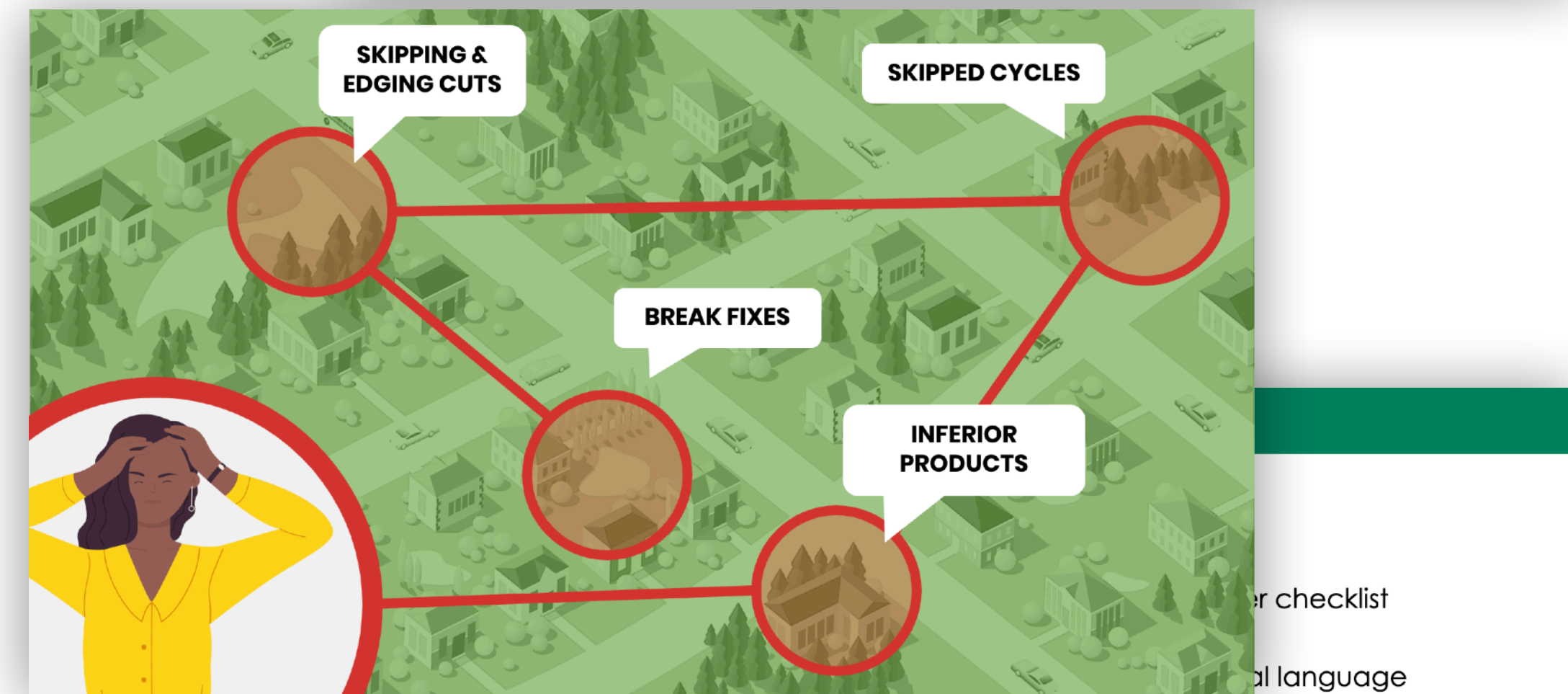


They changed the conversation
From: Lawn care bids
To: Retention of key managers

Their priority - stop the high turnover of key management layer

Same service.
Different conversation.

One conversation —> 5 new opportunities
Increased: access, influence, margin.



9 WAYS LANDSCAPE CUT COR

(AND FAIL TO PROVIDE)

- Not honing the soft e
- trimming the pond b
- Not blowing off the e

MAINSCAPE

Questions to Help Qualify Your Landscaper

Basic Questions

Is your company privately owned or private equity owned?

What is your employee retention rate?

Do you have a Certified Arborist on staff?

What is your process for putting together an estimate?

How many employees do you anticipate needing for this property? How do you calculate this?

How many acres of turf will you be mowing and fertilizing?

How many square feet of bed space will you be pruning and fertilizing?

How do you handle homeowner requests?

Agonomic Questions

Do you estimate your lawn, tree and shrub fertilization and your pest control in house or on site?

- ✓ RFP scope templates
- ✓ Transparent reporting
- ✓ Best of breed communication

or checklist
al language

This wasn't about...

A new product

A new market

A new capability

WHAT CHANGES WHEN YOU FIX THIS



You enter earlier



You define the problem



You change what's being compared



You create demand



You expand margin



You grow profitably

This is NOT a sales execution problem

It's a leadership design decision

THE REAL QUESTIONS



Where are we entering today?



Are we being compared in a way that drives sameness?



Are we creating or inheriting demand?

**IF THESE THREE
RISKS EXIST IN YOUR
BUSINESS, YOUR
GROWTH IS NOT
LIMITED BY THE
MARKET,
IT'S STRUCTURALLY
CONSTRAINED.**

WHAT TO DO NEXT

Assess your exposure

Align your leadership team

Redesign how you create and capture demand

LET'S APPLY THIS TO YOUR BUSINESS

THREE BIG RISKS THAT UNDERMINE GROWTH

Executive Growth Diagnostic

Risk #1 — Late Entry

We are entering after the problem/specifications are already defined.

- ☐ Frequently
- ☐ Sometimes
- ☐ Rarely

Risk #2 — Comparison

We are being compared instead of strategically chosen.

- ☐ Frequently
- ☐ Sometimes
- ☐ Rarely

Risk #3 — Inherited Demand

Most opportunities arrive after the customer already understands what they think they need.

- ☐ Frequently
- ☐ Sometimes
- ☐ Rarely

What Are You Seeing More Of?

**THE COMPANIES THAT
GROW FAST DON'T
WORK HARDER.
THEY COMPETE
DIFFERENTLY.**

If this resonates, let's talk



We'll look at your situation, identify your top exposures and map the fastest path to higher margin, earlier influence and stronger growth.

THANK YOU!



CoreHelix

Own the future - Act now

Industrial Fastener Institute – Division III

Topics

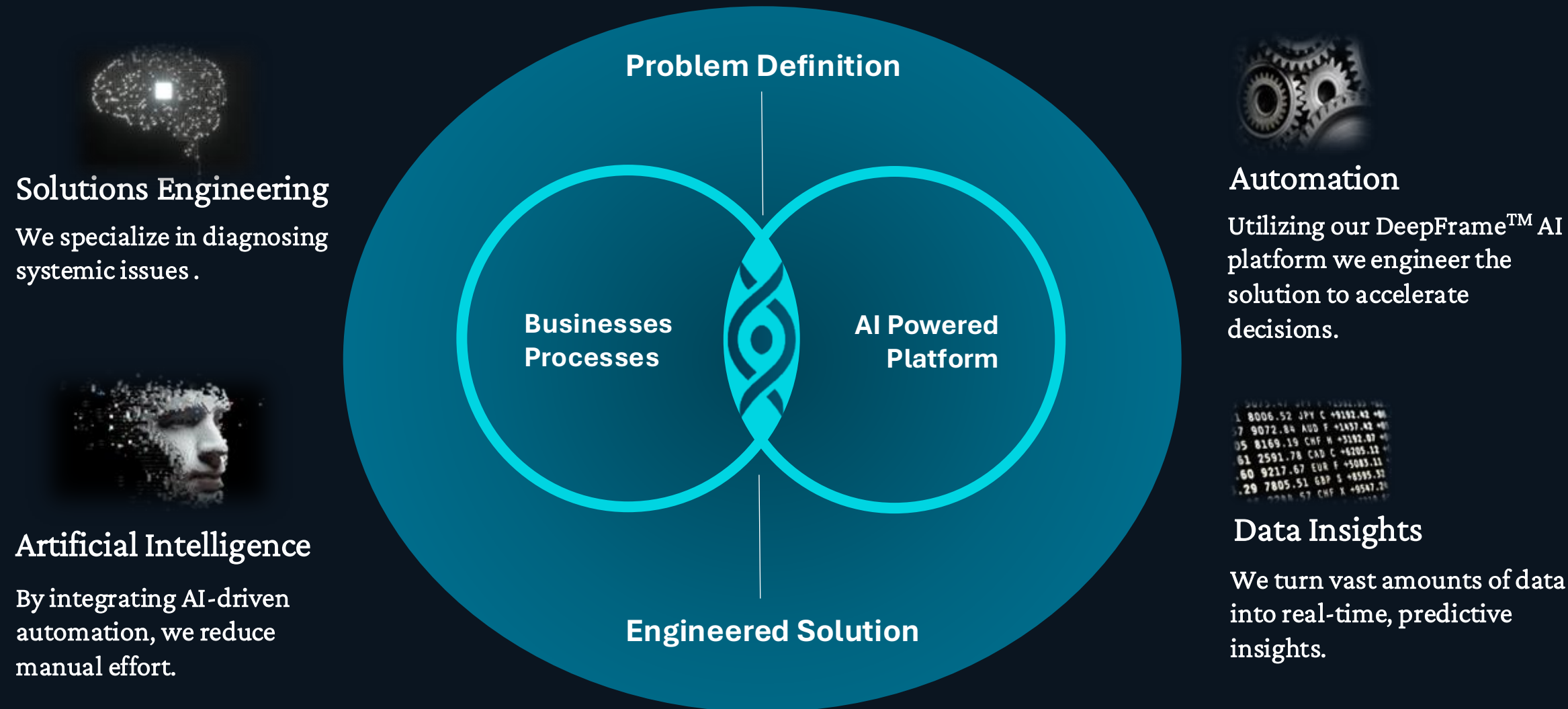
- CoreHelix Overview
- Fastener Industry Challenges
- How AI Agents Help
- CoreHelix Case Studies
- Q&A

CoreHelix Overview

Own the future - Act now

About Us

Our mission is to help organizations work smarter. We connect strategy with action through AI insights, workflow automation, expert guidance, and data-driven tools. By simplifying complexity, we boost efficiency and create lasting impact.



From Discovery to Deployed Value

A five-stage engagement model

01

DISCOVERY

Listen across the full business before forming any point of view.

WHAT IT COVERS

- Cross-functional sessions across six business areas
- Pre-workshop survey surfacing value clusters and constraints
- Open exploration of pain points and opportunity signals
- Organizational appetite and readiness gaps assessed



02

PRIORITIZATION

Narrow to what matters most — with evidence and structured debate.

WHAT IT COVERS

- Pre-built point of view scored **across five dimensions**
 - P&L Visibility
 - Operational Efficiency
 - Data Readiness
 - Implementation Complexity
 - Organizational Confidence
- Structured alignment with the broader stakeholder group
- Forced-rank exercise producing a decision not a discussion
- Explicit agreement on what is in, what is deferred, and why



03

DEEP DIVE

Lock the problem statement, map processes, inventory data, sketch the MVP.

WHAT IT COVERS

- Lock the problem statement — one sentence, full agreement
- Map the current state process end to end
- Inventory data and systems — gaps and readiness
- **Sketch the MVP and six to eight week pilot plan**



04

PILOT BUILD

Working model on real data, performance gates, parallel run.

WHAT IT COVERS

- **Working model built on real data in six to eight weeks**
- **Three performance gates before any scale decision**
- Parallel run — does not disrupt current operations
- Go/no-go decision owned jointly by both teams



05

SCALE & SUSTAIN

Integration into live operations, full coverage, governance.

WHAT IT COVERS

- **Integration into live operations**
- **Expansion beyond MVP to full coverage**
- **Sustain plan — governance, training, adoption**
- Refined roadmap for next wave of initiatives

Opportunity Landscape

Priority Confirmed

Statement of Work

Proof of Value

Deployed Solution

Execute



Learn



Scale

DeepFrame™ – Our AI Platform for Solutions Engineering

Modular Architecture

Five interconnected modules working seamlessly to deliver enterprise grade AI solutions.

Advanced AI Models

Secure & Compliant Infrastructure

Monitoring & Continuous Learning

Continuous Learning

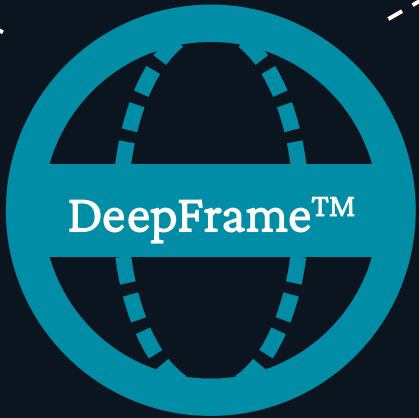
Adaptive monitoring and optimization ensuring peak performance and accuracy

Enterprise Security

Built-in compliance and security infrastructure protecting your data at every layer

Ingestion & Contextualization

Prompt Engineering & Relationship Mapping



Fastener Industry Challenges

Own the future - Act now

The Reality of Fastener Manufacturing Today



Demand swings

Forecast errors and demand spikes drive spot-buys, stock-outs, and overtime. Procurement runs reactive, not predictive.



Data Sitting Idle

Terabytes of sensor data per shift. Almost none analyzed in real time — yet the patterns to your biggest problems are in there.



Reporting lag

Manual Excel assembly drives every finance report. Leadership sees last month while this month's margin walks out the door.



Yield & Scrap

5–12% scrap rates eating margin on every run. Defective threads and out-of-tolerance parts caught too late by sampling. Margin bleeds quietly, run after run.



Tribal Knowledge

Critical setups live in a few heads. One departure stalls a line; ramping replacements takes months you don't have.



Operational drag

Wasted motion, mis-picks, and poor location strategy quietly tax every order. Untracked, uncompounded — and unfixed.

Six compounding problems. The manufacturers who solve them first will own the market — Agentic AI makes that possible now.

What is Agentic AI- Demo

How AI Agents Help

Own the future - Act now

Most manufacturers are asking the wrong question.

"How do we use AI to do what we already do — faster?"



"How do we redesign our factory as an intelligent system?"

"Which tasks can we automate?"



"Which decisions can we delegate to autonomous agents?"

"How do we protect our existing process?"



"How do we architect a self-improving operation?"

The algorithmic age doesn't reward the most efficient version of what you already are. It rewards reinvention.

How are Agents been used

AI agents don't just execute tasks. They perceive, reason, decide, and act — continuously, at scale, without waiting to be told.



Implementation of our Methodology

A five-stage engagement model

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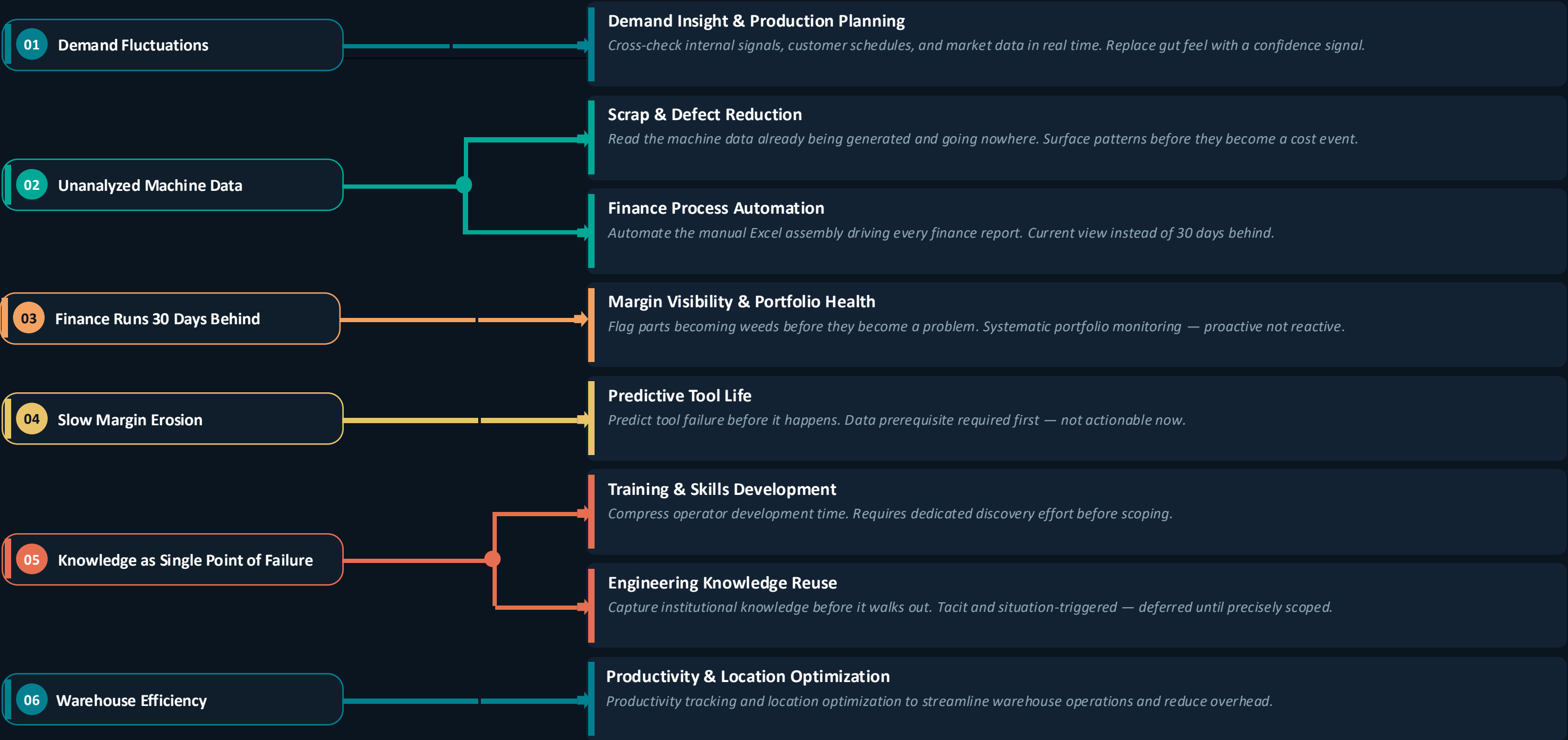


Learn



Scale

Six Problems. Eight Opportunity Signals for Fastener Industry.



CoreHelix- CaseStudies

Own the future - Act now

Intelligence at Scale: The Numbers That Matter

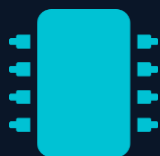
Our Case Studies- Where have agents showed value



40–60%

Faster Cycle Times

Agent-driven scheduling — zero manual latency



30–50%

Downtime Eliminated

Predictive agents acting before failures cascade



10–20%

Error & Rework Saved

100% AI inspection vs. manual detection



~7%

Material Value Recovered

Contract & procurement agents closing leakage

DSO –20%

AR Automation

Global Industrial Process Co.

AI agents cohorted customers by risk, automated outreach with tailored tone, self-adjusted escalation. 20–30% collector efficiency gain.

60–80% auto-selected

Invoice Processing

Industrial Services Firm

Extract-and-match agents pulled data across systems with confidence scoring, routed exceptions to humans, ran parallel — zero disruption.

~4% working capital gain

Contract Intelligence

Food Processing Company

Agents monitored supplier contracts in real time, detected off-contract spend, recommended hedging. ~7% value erosion reduction.

Case Studies

AR Automation

Problem – A global industrial process technology company had issue with delayed, inconsistent collections; high DSO; inefficient “one-size-fits-all” outreach.

Approach

- Ingest contracts, invoices, payment history.
- Cohort customers by risk (chronic late payers, strategic accounts).
- Prioritize collector worklists by risk/amount/likelihood.
- Automate outreach with tailored tone and escalation.
- Monitor responses; dashboards for cash recovery performance.

Impact/Value Delivered:

- 10–20% DSO reduction.
- 20–30% collector efficiency gains.
- Higher conversion rates.

Invoice Payment Automation

Problem – An industrial service firm had manual vendor payment selection creates inefficiencies, control risk, and delayed cash management visibility.

Approach

- Define baseline metrics and current-state workflow
- AI driven extract-match from multiple source systems
- AI-assisted payment selection with confidence scoring
- Controller review, override, and governance workflow
- Pilot dashboard, KPI tracking, and parallel run

Impact/Value Delivered:

- 40–60% Faster Payment Processing
- 60–80% Automated Invoice Selection
- 30–50% Fewer Manual Errors
- Improved Cash Flow Visibility

Contract Value

Problem – A food processing company impacted by inflation-driven feedstock costs, off-contract spot buys, missed protections leading to value erosion.

Approach

- Ingest supplier contracts, formulas, caps/floors, receipts, hedges, and demand signals.
- Forecast demand × contracted price/index; compare vs spot scenarios.
- Analytics to detect off-contract buys, volume band breaches, and penalties.
- Recommend hedging strategies, thresholds, governance packs, and audit trails.

Impact/Value Delivered:

- ~7% reduction in value erosion.
- ~4% working capital improvement.
- Higher on-contract spend %.

Q&A

APPENDIX

5 Agentic Shifts That Separate Fastener Leaders From Laggards

