

TO: EMA Members  
FROM: Jed R. Mandel  
DATE: April 7, 2008  
RE: **Tim Blubaugh Joining EMA**

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I am very pleased to announce that Tim Blubaugh will be joining EMA as Executive Vice-President effective April 28<sup>th</sup>.

Tim has a wealth of knowledge and expertise on engine emission and truck issues. Many of you already know Tim, and I am confident that we will be able to put his knowledge of EMA and his hands-on experience with industry issues to immediate use.

Tim comes to EMA from Daimler Trucks North America LLC where he served as Director of Compliance and Regulatory Affairs. In that capacity, he was responsible for all North American regulatory and legislative activities for Freightliner, Sterling, and Western Star trucks; Thomas Built buses; Freightliner Custom Chassis; and Detroit Diesel and Mercedes-Benz engines. Prior to joining Daimler in 1997, Tim held product engineering and supervisory positions with Volvo Trucks North America.

Tim graduated from Ohio University with a degree in Mechanical Engineering and also holds a Juris Doctor degree from the University of Akron School of Law. Tim is re-locating with his family to Chicago.

Tim will be a great addition to the EMA staff and will significantly expand our capacity to address engine and vehicle issues. Please join me in welcoming Tim.

EMADOCS: 32395.2