

SUPPLIER REQUIREMENTS MANUAL

Quality Policy
“TO MEET OR EXCEED OUR CUSTOMER’S
EXPECTATIONS”

Revision J, Jan 20, 2020

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PCG's SUPPLIER MANUAL

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1.0 INTRODUCTION

The purpose of this manual is to establish a clear understanding of CAMACO/ AMVIAN requirements regarding supplier quality and reliability. English is the official language to be used for all forms of communication.

It is our Company policy to deliver defect-free products and services on time to our customers in accordance with our Quality Policy. To insure that we may consistently fulfill this obligation, our suppliers shall have control systems in place that are based on defect prevention, not defect detection, and are directed toward the philosophy of Continuous Improvement.

PCG is committed to the prevention of pollution in accordance with ISO 14001 Standards, the internationally recognized Environmental Management Standard. As a supplier to PCG you should be aware of our Environmental Policy and cooperate in any feasible manner to reduce any negative impact to the environment caused by the production of your supplied goods or service.

The requirements defined in this manual are provided as a supplement to, and do not replace or alter other terms and conditions covered by the purchase documents or included as requirements of engineering drawings or specifications.

1.1 REVISION AND MANAGEMENT

Effective November 22, 2017 this release replaces all previous editions

REV.	REVISION DESCRIPTION	DATE
A	Reformatted	10/27/1999
B	Incorporated Terms and Conditions from Purchase Order in to the Manual, changed some verbiage to clarify meaning, added charge back amounts and added ISO 14001 statement	8/26/2003
C	Updated Sections 1.0 – 1.3, 2.1 – 2.9, 2.13, 3.1, 3.2, 3.7 – 3.9, 3.11 & 3.12	11/1/2008

P & C GROUP 1, INC.



D	Added Supplier Change Request to Section 3.7, increased charge for defective notices from \$200.00 to \$250.00, Section 4.4	9/18/2009
E	<p>Changed Camaco Supplier Manual effective date from October 1, 2009 to December 15, 2010, Removed any mention to TS-16949:2002 & ISO-9001:2000, Updated Supplier Contact Information & Scorecard (Appendix "A") to include instructions for suppliers to update their scorecard monthly as well as their contact info. Changed levy for all Defective Material Notices from a charge of \$200 to \$250. Modified Appendix "F" to consolidate steel/wire & purchased parts into one PPM rating chart. 3.11 Added paragraph regarding supplier being place on containment. 4.4 Added verbiage ref: Shipping Discrepancies</p> <p>3.8 Annual Recertification – added any annual PPAP submission that is late is cause for an initial \$500.00 fee for the 1st day and \$100.00 for every other day until received.</p>	<p>3/4/2011 3/23/2011</p>
F	1.0 Introduction – Added English to be used as language for all forms of communication	7/6/2011
G	1) Table of Contents: Added Section 2.9.1 Conflict Minerals Reporting , 2) Revised Section 1.2 "Supplier Contact Information", 3) Added Section 2.9.1 "Conflict Mineral Reporting", 4) Revised Section 3.4 "Engineering changes" Added "Stop Sign" Example (Appendix H), 5) Revised Section 3.7 "Custom Specifics" Added "most current version of ..." 3 places., 6) Revised Section 3.12 "Supplier Performance", 7) Revised Section 4.4 "Cost Recovery Policy" commonize costs within PCG .	4/15/13
H	1) Materials Systems Requirements: Revised Section 2.1 "Purchase Orders", 2) Revised Section 3.8 "Annual Recertification."	12/9/2014
I	Revised and updated document for new standards IATF 16949:2016, ISO 9001:2015, ISO 14001:2015. Modified the Supplier Rating Scheme and provided calculus for score determination in Appendix I. Changed confidentiality section and provided sample document in Appendix J. Changed overall reference from PCG to reflect entire company by including LCAS as well and making internal references to P&C Group 1 as PCG. Added reference to Customer Specific Requirements (CSR) and included reference to IATF 16949:2016 Appendix A and B.	11/22/2017
J	Revised and updated the released dates of OEM's CSR Manual	1/20/2020

General Manager

Quality Manager

Purchasing/Materials Manager

Engineering Manager

Production Manager

Accounting/Controller

1.2 SUPPLIER CONTACT INFORMATION

- All suppliers must complete and return the attached supplier contact sheet. See Appendix "A"
- Suppliers are responsible for communicating personnel changes within their organization.

1.3 SUPPLIER VISITS

- All suppliers must have an appointment before visiting the plant.
- All Suppliers must enter through the main entrance only and sign in and out from the main lobby and must carry a visitor's badge while in the plant.
- Suppliers must always be accompanied by a PCG salaried employee on the plant floor.
- Safety shoes*, safety glasses and hearing protection are mandatory on the plant floor. (*Safety shoes are not required on the plant floor as long as you stay in the main aisle).
- No interruption of production on the plant floor
- No cameras allowed in the plant
- No food or drink on the plant floor.

1.4 CONFIDENTIALITY AGREEMENT

As part of doing business with PCG, a signed confidentiality agreement would be required at the award of business, duly executed by the supplier's senior management. A sample confidentiality agreement is contained in **Appendix I**. The elements of this agreement are outlined as follows:

1. You will hold in strict confidence and not use, publish, or otherwise disclose to other companies or individuals (except as my duties to PCG may require) any confidential or secret information of PCG's business practices or manufacture methods. This includes the time period before, during and after any contract that you have with PCG. This information includes but is not limited to:

- a) Any of PCG's computer hardware, software and related
- b) Information relating to the manner in which PCG does business.

1.4 CONFIDENTIALITY AGREEMENT (continued)

- c) PCG's methods of manufacture, machines, products, designs, drawings, and formulas, engineering test data, inventions and patent applications.
 - d) Information relating to pricings or quoting.
 - e) Any other information related to the business or activities of PCG that is not generally known to others.
 - f) You will not use knowledge that was gained from this job in future business.
2. Written requests for disclosure of information covered by this agreement must be submitted to the Purchasing Manager or General Manager at PCG. The request must divulge in detail the information to be disclosed. The third party information is to be provided along with the intended use by that party or parties.
 3. You must keep confidential at all times during or after your contract with PCG any and all information (including proprietary or confidential information) about the business and affairs of, or belonging to PCG or their respective customers or suppliers. The information includes that which through technically not trade secrets, dissemination or knowledge of this information might prove prejudicial to any of them.
 4. You and your estate agree to take all necessary steps to ensure the terms of this agreement are honored.

2.0 MATERIALS SYSTEM REQUIREMENTS

2.1 PURCHASE ORDERS

All purchased items are assigned a Purchase Order Number. The Purchase Order and Conditions will reference all requirements or it will show where the information is available. When a Purchase Order is issued a signed acknowledgment must be returned to the buyer. All invoices, shippers, and material tags must reference the Purchase Order Number. The purchase order will state the terms, conditions, and prices of all purchased items. It may reference documents that will contain additional requirements, terms, and

conditions. Acceptance of the purchase order, and all terms, will assume to be acknowledged based on the following:

- A signed PO acknowledgment form within 10 days of receipt.
- First shipment of product and/or 30 calendar days without a response

2.1 PURCHASE ORDERS (continued)

When it is necessary to change a purchase order, an amendment may be issued that will detail the specific change that is to occur. All other terms and conditions remain in effect unless specifically addressed in the purchase order amendment. These amendments will be sent to the supplier and must be acknowledged in the same way that a purchase order would be.

All purchased products or materials used in product shall conform to applicable statutory and regulatory requirements.

2.2 RELEASES

Supplier releases are processed a weekly and telecommunicated (EDI) or faxed to each supplier. Suppliers must monitor current releases with the previous issued release for increased/decreases that would affect weekly shipments. Any concern / problem must be communicated to the Supplier Scheduler at PCG within 24 hours of receipt of new release. Suppliers are required to have 100% on time delivery performance. Suppliers are required to support to a $\leq 15\%$ increase in released quantities and requirements. The supplier is authorized to have 2 weeks of fabricated material and 3 weeks of raw material at any period of time unless otherwise specified on the purchase order. If Premium Freight is Incurred because of a 15% or less increase, the supplier could be debited for that charge. Suppliers are expected to use First-In-First-Out (FIFO) inventory control methods.

2.3 TELECOMMUNICATIONS

In an effort to improve the transfer of materials information throughout the supply chain PCG requires all of our suppliers to be able to communicate by EDI (Electronic Data Interchange). Contact PCG Supplier Scheduler for detailed instructions.

2.4 PACKAGING

It is the supplier's responsibility to ship products in quality packaging that protects all parts from damage during transport. Container type and size must be approved by PCG. Failure to comply may result in return of shipment and/or additional costs of warehousing and handling. Shipment of multiple part numbers in one container is not allowed (unless otherwise requested). The part

number(s) must appear as the same part number referenced on our weekly releases. Reusable containers must be stripped of all old labels. When feasible, an effort should be made to use returnable containers to ship product. If not possible, recyclable containers should be used. See **Appendix B**.

2.5 LABELS

Incoming material is to be identified by the supplier with bar-coded shipping labels. All suppliers are required to ship with AIAG approved bar code labels and must contain serial number information on bar codes. Automotive Industry Action Group Standard B-10.

2.6 PACKING SLIPS

Each shipment must be accompanied by a packing slip for both receipt and payment. The packing slip must be presented by the carrier (truck driver) upon delivery to the receiving plant, unless prior agreement was finalized. It must contain the following information:

- Packing slip number (shipper number)
- Supplier name
- PCG part number
- Part description
- Part quantity
- Revision Number
- Notification of 1st shipment of New TICA (engineering change)
- Purchase Order number

2.7 NAFTA REPORTING

The Supplier agrees that as part of its obligation under the terms of the purchase order, the Supplier will provide PCG Supplier Scheduler and PCG's broker a completed North American Free Trade Agreement (NAFTA) Certificates of Origin attesting to the qualification of Suppliers merchandise as originating materials under NAFTA. This needs to be completed and submitted prior to shipment and each year (December) for the following year. In the event the Supplier is unable to provide a formal Certificate of Origin to the plant, the Supplier agrees to provide the plant with a written certification on Supplier letterhead attesting to the NAFTA origination of Supplier's merchandise. Such written certification shall be in conformance with language provided by the plant for this purpose. If it is the understanding of the Supplier that they are exempt from NAFTA Reporting requirement, they must submit this in writing to the plant.

2.8 CUSTOMS

All shipments shall be accompanied by the proper customs documentation to ensure border crossing. Shipping documents (packing slip, bill of lading, commercial invoice) will reference PCG part number and description.

If documentation is missing or incomplete, the supplier shall assume all subsequent costs.

2.8 CUSTOMS (continued)

All customs documentation, including commercial invoice, must be emailed or faxed to PCG's Customs Broker when load leaves supplier's dock.

If further information is required, the supplier should contact the appropriate PCG Materials Manager.

2.9 IMDS REPORTING

PCG requires that all suppliers comply with the ELV and Restricted Substances Directive mandated by OEMs globally. The IMDS submission for parts you sell to us must include full material and CAS number disclosure. This is an ongoing event – make sure you keep your records up to date (level changes – new part numbers).

See **Appendix C** for ***CRITERIA FOR SUCCESSFUL SUBMISSION TO PCG.***

2.9.1 CONFLICT MINERALS REPORTING

To be compliant with the U.S. Securities and Exchange Commission (SEC), Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010, PCG is requiring all suppliers to submit documentation on an annual basis in regard to the use of Conflict Minerals.

Currently there are two options to achieve compliance to the requirements:

- Register your company for the iPoint Conflict Minerals Platform (iPCMP) tool, endorsed by General Motors and many tier-one and OEM partners. This tool enhances the ability for information exchange up and down the supply chain and can be found at <http://www.conflict-minerals.com>.
- If it is not possible to provide reports through the iPCMP tool, return a completed Electronic Industry Citizenship coalition and Global e-Sustainability Initiative (EICC-GeSL) Conflict Minerals Reporting template to the respective plant. This template can be found at www.conflictfreesmelter.org

Completed documents will be part of initial PPAP submissions as well as required annual PPAP submissions. Prior to submitting documents verify at the website mentioned above that the most current version of the Conflict Minerals Reporting template is being used.

PCG urges all suppliers to use due diligence to only use material that is supplied from a source that is considered compliant from the CFS Compliant Smelter List

2.10 FREIGHT, PREPAID OR COLLECT

If freight is prepaid, it will be the supplier's responsibility to arrange for transportation. They are responsible for all costs associated with the movement. This is classified as F.O.B. (Free on Board).

Collect freight will be paid by PCG. All inbound movements are set up by our Transportation Department. This is classified as F.O.B. (Free on Board) the supplier. Premium freight – when the supplier is responsible for the condition necessitating a premium freight shipment, the supplier shall be assessed the full amount of such shipment.

2.11 SERVICE PARTS

It is the responsibility of each supplier to fulfill any service part order for PCG. Service part orders must be fulfilled until notification of cancellation is received from the PCG purchasing department. All components are eligible for service part orders. Any service orders will be conveyed to the supplier upon receipt by the PCG facility. All service parts must be produced from production tooling; therefore, continued preventive maintenance of tooling is required. Pricing of parts for service will be at production prices for as long as any claimed obsolete inventory exists. Requirements for service parts will be communicated through the regular EDI transactions or phone contact followed by faxed transaction.

2.12 TOOL OWNERSHIP

When requested, the supplier shall provide to the customer all cost data, regardless of ownership, including: description of each tool, capability per tool, source of tool, associated cost, and cost of engineering changes as required. All tooling, fixtures, and containers paid for directly by PCG or through piece price are considered the property of PCG. These tools will be clearly stamped with the tool # and part #. These tools should contain a tag that clearly states "**PROPERTY OF CAMACO. LCAS, AMVIAN or PCG**".

2.13 BUILD OUT AND OBSOLESCENCE

The supplier shall have detailed procedures in place defining the responsibilities and methods to be used in Materials to manage build outs and engineering changes to minimize obsolescence.

PCG shall be responsible to purchase raw material and finished goods that the supplier has been authorized to purchase and produce, according to the material and fabrication authorizations.

2.13 BUILD OUT AND OBSOLESCENCE (continued)

Suppliers must submit their claims to the Supplier Scheduler at PCG within fifteen (15) working days of final production date. All claims will be audited. Payments of claims will be dependent on remittance from our customer. It is the responsibility of the supplier to contact PCG, in writing, if they have obsolescence to submit within the required time frame. We request that you comply with the following procedure and deadlines for submitting your obsolescence claims:

- The form “**Supplier Cancellation Claim**” is to be used for claims that involve the purchased parts supplied to PCG. See **Appendix D**
- Only one part number per form is allowed.
- A copy of the release schedule, which establishes your high points and verifies your final accumulation shipped into our plant(s) must accompany each claim form.
- The claim must exceed \$500.00 to be considered. A claim is for one part number
- All claims must be received on or before the required due date, otherwise, they will be un-claimable and PCG and/or the Customer will not be responsible for any costs.
- All pertinent information must be completed. This includes finished goods (purchased parts), work in-process, and raw material. We must know the usage per assembly for each raw material and in-process item claimed, as well as the material claimed for work in-process, otherwise, the claim will be returned unprocessed. All claims must be in USD. Incomplete or illegible forms will be returned unprocessed.
- All materials must remain at the supplier until the Customer Audit has been completed and a written disposition of material has been received from our Accounting Department.

2.14 CONTINUOUS IMPROVEMENT

The supplier is required to cooperate with PCG in an effort to reduce costs and selling prices both prior to and during mass production. The supplier shall be willing to share suggestions and cost reduction benefits with PCG.

2.15 RISK MANAGEMENT AND CONTINGENCY PLANS

The supplier shall prepare contingency plans as part of their risk management efforts (e.g. utility interruptions, labor shortages, key equipment failure) to reasonably protect the customer's supply of product in the event of emergency, excluding natural disaster and acts of God. These plans must be available to PCG upon request.

3.0 QUALITY SYSTEMS REQUIREMENTS

3.1 Supplier 3rd Party Certification

PCG requires all suppliers of raw materials and purchased parts to be, as a minimum, self-certified to the most current ISO 9001 standards (i.e. ISO-9001:2015) . We also expect suppliers to have their QMS (Quality Management System) compliant with the requirements contained within IATF 16949:2016 and ISO 9001:2015 and ISO 14001:2015 standards as well as any applicable Customer Specific Requirements (CSRs), statutory and regulatory requirements. There will be no exceptions to this requirement including suppliers of "shelf items" such as non-critical clips, screws, washers, etc. Additionally, suppliers are expected to fully comply with the AIAG and/or VDA guidelines for the appropriate PPAP submission in support of the PCG location's requirements. If there is any doubt as to the status and requirements of your product, contact the appropriate PCG Quality Assurance Department.

If not currently compliant with applicable standards, PCG also expects that all suppliers would become 3rd party certified to the standards listed above within a year of receiving their first purchase order and, upon request, provide copies of these 3rd party certifications to the appropriate PCG Purchasing Manager. If there is any change in your certification status, including probation or revocation of your certificate, you must inform the appropriate PCG Purchasing Manager in writing within 5 business days of such change.

3.2 AIAG GUIDELINE MANUALS

All suppliers are required to obtain and comply with the five most current AIAG guideline/ instruction manuals. In addition, Annex B of IATF 16949:2016 contains a bibliography of supplemental automotive standards. A copy of this is provided in **Appendix K**. Following are a representative sample of these guidelines:

- **APQP AND CONTROL PLAN** – APQP defines the requirements for advanced quality planning for new products and/or engineering changes. The Control Plan defines how the processes will be controlled and audited. The Control Plan is also

part of the sample submission (PPAP). In addition, IATF 16949:2016 specifically lists requirements for control plans in Annex A. A copy of these requirements can be found in **Appendix J**.

- **PFMEA MANUAL** – is the Failure Mode and Effects Analysis guideline. The FMEA is part of the sample submissions (PPAP).

3.2 AIAG GUIDELINE MANUALS (continued)

- **SPC MANUAL** – defines statistical methods. Statistical controls must be implemented on any characteristics identified as Critical or Safety on the drawing. PCG may also require the use of SPC on other characteristics defined on a specific customer agreement (e.g. CRT) and for verification of permanent corrective actions as part of an 8-D process for non-conformities
- **MEASUREMENT SYSTEMS ANALYSIS** – defines the acceptance criteria for gages and measuring devices. Certain MSA requirements such as gage Repeatability and Reproducibility (R&R) will be required as part of the sample submissions in a PPAP.
- **PRODUCTION PART APPROVAL PROCESS (PPAP)** – defines and explains the various levels and requirements of sample submissions. PPAP submissions will be required when new products are assigned, when engineering changes occur, when new processes are implemented, parts are manufactured or sent from a different location, a new material supplier is used, etc. Any additional PPAP's that are required which are initiated by the vendor will be subject to incurred cost from PCG. The actual level of submission will be defined when the sample dates are established. Appropriate forms (e.g. GM-1000M, Ford WSSM99P9999-A, 1001-B01, etc.) for restricted materials must also be included in PPAP package as appropriate.
 - **SUPPLIERS ARE NOT ALLOWED TO SHIP UNAPPROVED PARTS.**
 - In the event that a part would be transferred to another facility, a full exit PPAP submission will be required.
 - PCG reserves the right to participate in or initiate run-at-rate assessments of suppliers' manufacturing capability and quality requirements. These evaluation methods may be requested at the start-up of new programs, during pre-production and production launch phases, new tooling and equipment run-offs and when the product is critical to PCG's supply of their customers. Methods employed may employ Overall Equipment Effectiveness (OEE) calculations and other methods of proving capability, adequacy, efficiency and effectiveness.

- **CONTINUOUS QUALITY IMPROVEMENT (CQI) AUDITS** – Various audit guidelines available designed specifically for key processes and procedures, depending on the particular nature and profile of a manufacturing location.
 - **Appendix K** contains these references and the specific CQI may be found on the AIAG web site <https://www.aiag.org/>

3.3 DRAWING SPECIFICATIONS AND REQUIREMENTS

100% compliance to all dimensions, inspections, testing, specifications and notes on the print drawings and the P.O. supplied by PCG must be maintained. Where the customer specification has an approved subcontractor for approved materials, you shall purchase the relevant materials from subcontractors on that list. Any additional subcontractors may only be used after they have been added to the list by the customers' materials engineering activity. This will include compliance to all restricted and reportable materials as applicable.

3.4 ENGINEERING CHANGE

All engineering changes in tools or product must be approved IN WRITING by the PCG Engineering Manager, General Manager or Assistant General Manager before implementation. This includes supplier request for change. Verbal requests will not be recognized. **The first 5 shipments of new or changed product must be identified with a new/engineering change tag (Stop Sign example – Appendix H).**

3.5 CERTIFICATIONS AND STATISTICAL PROCESS CONTROL (SPC)

It is PCG's policy to minimize Receiving Inspection activities, relying on our suppliers for conformance to guarantee and certify applicable product specifications. Criteria has been established to put reliable suppliers on a "ship to stock" status. To initiate this program, product certification must be received with each shipment and part # must be included on certification. "Blanket" certifications will not be accepted. Occasionally, full material certification with chemical and physical results will also be required. For example, ALL HSLA type steel must have full material certification.

Where there are Critical or Safety characteristics or CRT agreements, SPC for those characteristics must be sent on a quarterly schedule unless otherwise specified. The CPK on new jobs must be 1.67 minimum and the ongoing CPK must be 1.33 minimum. If these CPK levels cannot be maintained, the process must be corrected in a manner to improve the CPK level.

3.6 LOT CONTROL AND TRACEABILITY

All Suppliers shall maintain a lot control and traceability identification system to track all major components, materials, and chemicals to their origin (e.g. heat of steel). Such traceability should be developed to minimize the potential impact of delivering nonconformities by establishing clear endpoints for the specific problem and allowing for rapid resolution. Additionally, suppliers should utilize a first in first out inventory management system (FIFO). This FIFO system should also be utilized for any product which has been reworked and repaired.

3.7 CUSTOMER SPECIFIC REQUIREMENTS AND CONTINUOUS QUALITY IMPROVEMENT ASSESSMENTS

All Suppliers to PCG, would be required to perform Continuous Quality Improvement (CQI) assessments for applicable processes (e.g. e-coat, KTL, plating, welding, etc.) at the time of initial award and on an annual basis as a minimum. References to specific CQIs can be found in **APPENDIX K** and the actual CQI assessment document can be found on the Automotive Industry Action Group (AIAG) web site <https://www.aiag.org/>.

Additionally, Customer Specific Requirements (CSR) from current OEMs that pertain specifically to compliance with the IATF 16949:2016 standard would also be included as part our supplier's responsibility when applicable. A listing of these CSRs can be found on the International Automotive task Force (IATF) web site at www.iatfglobaloversight.org/.

Following is a listing of these documents and the latest revision date:

- | | |
|------------------|--------------------|
| 1. Volkswagen | January, 2018 |
| 2. BMW | September 15, 2017 |
| 3. Daimler | September 2017 |
| 4. Ford | May 1, 2017 |
| 5. GM | June 1, 2019 |
| 6. FCA (US) | July 08, 2019 |
| 7. FCA (Italy) | March 29, 2019 |
| 8. PSA Group | May 1, 2018 |
| 9. Renault Group | July 2017 |

However, suppliers are responsible to go to the International Automotive task Force (IATF) web site at www.iatfglobaloversight.org/ to get the latest CSRs.

3.8 ANNUAL RECERTIFICATION

PCG requires annual recertification and dimensional layout of all production materials and purchased parts from suppliers following the AIAG PPAP format for at least a level 3 submission. All supplier submission results must be no older than 90 days.

In addition, the supplier is responsible to maintain a tracking system of their annual re-certifications to ensure that PCG always has current data on file. Any annual PPAP submission that is late will result in a chargeback fee, please refer to the PCG plant chargeback fee schedule.

3.9 NONCONFORMING MATERIAL

When non-conforming material is found, the supplier will be contacted immediately by phone and disposition requested. This will be followed up with a written notification. The supplier may request that the material be returned and replacement stock will be sent. This will be done at the supplier's cost and will not usually be done until replacement stock has been received and verified as good material. We will not jeopardize our customer schedule.

Rather than return material, the supplier may choose to come in and sort and repair in-house. This is also acceptable. Local employment agencies may be used, but only if those individuals sent are supervised by the supplier. In the case of very simple sorts, the Quality Supervisor may waive this in writing.

If stock needs to be sorted or repaired to maintain production, those costs will be charged back to the supplier. Cost associated with non-conforming product that causes line interruption or shut down at PCG or end customer will also be the responsibility of the supplier.

The supplier shall also be responsible for any costs incurred for warranty charges, problem investigations, vehicle recalls, etc. caused by non-conformities in their products.

3.10 EIGHT DISCIPLINE REPORTING (8D)

The Eight Disciplines of Problem Solving (8D) is a problem solving methodology designed to find the root cause of a problem, devise a short-term fix and implement a long-term solution to prevent recurring problems. When it's clear that your product is defective or isn't satisfying your customers, an 8D is an excellent first step to improving Quality and Reliability. Any supplier rejection will require the 8-D problem solving methodology. For any nonconformance, escape of defective product, issues concerning delivery, etc. the initial response and immediate containment plan must be received within 24 hours of notification and the permanent corrective action plan within 15 days. In addition, an audit to determine the effectiveness of any permanent corrective action must be performed no later than 60 days after the initial problem notification and the results provided to the applicable PCG Quality Manager. An example 8D form is provided in **Appendix L**.

3.11 SUPPLIER PARTNERSHIP REVIEW - SPR

Supplier Partnership Review meetings will be initiated by PCG when there are significant problems encountered with a supplier's performance or there is a lingering pattern of not meeting performance objectives, resulting in disruption of PCG's or their customer's operations. Additionally, these reviews may also be initiated when a supplier fails to address performance problems in a timely manner.

SPR 1

PCG will review the need for SPR meetings on a monthly basis. Visits may consist of a meeting with PCG's plant management and the supplier's management (General Manager, Quality Manager and/or Materials Manager) will be requested to attend the SPR-1 review meeting at CAMACO. The supplier's General Manager, Quality Manager, Engineering Manager and/or Materials Manager will be expected to present plans detailing corrective action items that address performance issues with responsibility clearly identified and target completion dates.

Guidelines for the use of SPR-1 meetings would include but not be limited to the following:

- Dimensional or capability requirements do not meet product safety or critical characteristics as defined on the print
- Production interruption due to supplier's product quality or part shortages.
- Supplier issue escaped to PCG's customer requiring feedback (i.e. sort or rework by 3rd party)
- PCG received a PRR, QN or other customer notification of a complaint that results from a supplier issue.
- PCG's rating review at an unsatisfactory status.

Attendance and minutes of the SPR-1 meetings will be documented by the PCG Quality representative and retained in the supplier's file.

Failure to resolve issues discussed in the SPR-1 meeting will result in the initiation of SPR-2

SPR 2

SPR-2 will consist of a meeting between the PCG plant management and the supplier's management.

Guidelines for the use of SPR-1 meetings would include but not be limited to the following:

- Unresolved SPR-1 issues.
- Product safety concerns remain open after prior months SPR-1 meeting.
- PCG's supplier rating review remains at an unsatisfactory status after SPR-1 meeting.
- PRR, QN etc. issues not satisfactorily addressed after prior SPR-1 meeting.
- Delivery issues not satisfactorily addressed after SPR-1 meeting.
- Issues deemed significant by PCG's customer.
- Performances are repetitive, month after month and action plans are not effective or are behind schedule.
-

The supplier will be expected to provide containment with a clean point, present an action plan and will provide a 8-D analysis of quality/delivery issues, containing root cause analysis with regard to systemic quality deficiencies, and a review of the supplier's Quality Operating System (QOS).

Failure to resolve issues discussed in the SPR-2 meeting will result in a "New Business Hold" status and initiation of the SPR-3 process, as well as a level 5 PPAP re-submission.

SPR 3

Guidelines for the use of SPR-1 meetings would include but not be limited to the following:

- Product safety issues remain open without significant progress in resolving the concern(s)
- Containment actions not effective – repeat occurrence(s), lack of responsiveness.
- Repetitive delivery issues resulting in serious material shortages.

SPR-3 address suppliers whose quality, delivery and responsiveness has not met PCG's minimum requirements and pose a substantial risk to PCG's operation and the supplier has moved through the SPR-1 and SPR-2 process with unsatisfactory resolution of the concerns. SPR-3 consists of a meeting with the PCG's Management and Supplier's Senior Management. The supplier will be required to present corrective action plans which address the systemic problems within their organization, along with their internal indicators which are used to monitor customer satisfaction and quality performance.

The supplier will be placed on containment at the PCG facility at the discretion of the General Manager and the Quality Manager. In addition, Controlled Shipping Level 1 and 2 (CSI and CSII) may be initiated using a 3rd party at the supplier's location, paid for by the supplier, until the problems have been permanently corrected and continuing until capability has been clearly demonstrated for a minimum of 20 working days without any escapes. If PCG is directed by their



customer to continue containment, this cost will be the responsibility of the supplier.

3.12 SUPPLIER PERFORMANCE

Supplier Scorecards are calculated periodically as applicable, but at least annually. The overall performance categories are as follows:

0% to <50%	RED
50% to <75%	YELLOW
≥ 75%	GREEN

3.12 SUPPLIER PERFORMANCE (continued)

Corrective action is required for anything less than 75%. **Appendix H** contains a sample score card with identified calculus and an example calculation.

Supplier performance will be evaluated by evaluating four elements, each of which can receive a total of 100 points and weighted as follows:

1. QUALITY	50%
2. DELIVERY	25%
3. RESPONSIVENESS	15%
4. PPAP	10%

4.0 ACCOUNTING SYSTEM REQUIREMENTS

4.1 INVOICES

The following is a brief description of PCG accounting practices as applied to invoices.

- Invoice shall cross-reference packing list, freight bill, and purchase order number.
- Invoice shall include the PCG part number.
- Invoice pricing will not be changed until a PCG purchase order amendment form is issued in writing by the Purchasing Department.
- All invoices will be mailed to the Accounts Payable Department and they must be the original forms.

4.2 PRICING ADJUSTMENTS

All labor and material costs are firm for the life of the program plus service. Requests for pricing changes due to material economics or labor costs will not be granted

4.3 TOOLING COSTS

Payment for tooling costs incurred by the supplier will be handled as per agreed upon negotiations and as described on the Purchase Order and its attachments. In no case, will monies in excess of the Purchase Order be paid without an authorized P.O. amendment issued and approval documentation to support tooling completion (i.e. PPAP approval). All tooling purchases will be subject to audit by the owner, including

but not limited to work orders, time sheets, payroll records, purchase orders, invoices, and check payments. That will show actual costs incurred.

4.4 COST RECOVERY POLICY

Suppliers are required by contract to provide PCG with conforming product, shipped and delivered to the releases. The scheduled timing and carriers are specified by PCG unless the supplier is contracted prepaid delivery. Failure to comply could result in a monetary penalty. If material has to be bought at a higher cost through a spot buy, the difference in price will be charged back to the party holding the blanket purchase order

4.4 COST RECOVERY POLICY (continued)

for the part in question. Below is a list of non-compliances which would be eligible for charge backs and charge back fees for any occurrence of 'requirement non-compliance' by the supplier. The list includes but is not limited to:

- Sort, rework (only if necessary to maintain production)
- Tow motor support (Hi-Lo/Forklift)
- Reoccurring Issues, clean point break
- Shipping material without approval (PPAP)
- Shipping discrepancies, wrong or no ASN, foreign material etc.
- Incorrect packaging material or structure
- Late corrective action
- Customer returns or charges
- Engineering assistance, warranty investigation
- Machine downtime
- Assembly line downtime
- Failure to provide onsite support for problem resolution
- Administrative and/or DMN Fee

For Chargeback amounts, please refer to each PCG plant fee schedule.

4.5 REJECTIONS

Rejected material will be charged back to the supplier at current prices. The supplier will be responsible for all expenses incurred by PCG resulting from their non-conformity which shall include but not be limited to:



P & C GROUP 1, INC.



- Sorting time
- Equipment downtime
- Premium placement time
- Administrative costs
- PCG customer charge backs, sort time and warranty
- Product recall costs

APPENDIX A

P & C GROUP 1, INC.



Supplier Contact Information				
Supplier:				
Web Address:				
Duns #:		EDI VAN:		
EDI Code:		Time Zone:		
Ship From Address			Billing Address	
Phone #:		Fax #:		
Shipping Hours:		Production Hours		
1st Shift:		1st Shift:		
2nd Shift:		2nd Shift:		
3rd Shift:		3rd Shift:		
Position	Name	Work Phone & Ext.	Home/Cell/Pager	E-Mail Address
Sales Representative				
Primary Customer Scheduler				
Primary Quality Contact				
Shipping Contact				
2nd Shift Contact				
3rd Shift Contact				
Materials Manager				
Quality Manager				
Engineering Manager				
General Manager				
IMDS Administrator				
(After Hours/Emergency - 3 Contacts MUST be Provided)				
Position	Name	Work Phone & Ext.	Emergency #	E-Mail Address
EMERGENCY NUMBERS WILL BE HELD IN STRICT CONFIDENCE				

APPENDIX B



PCG PACKAGING FORM

Purchased Component Packaging Form and Shipping Instructions

Expendable or Returnable Packaging

<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>CAMACO/AMVIAN PURCHASE ORDER:</td><td></td></tr> <tr><td>CAMACO/AMVIAN PART NUMBER:</td><td></td></tr> <tr><td>CUSTOMER PART NUMBER:</td><td></td></tr> <tr><td>PART DESCRIPTION:</td><td></td></tr> <tr><td>PROGRAM:</td><td></td></tr> <tr><td>ESTIMATED ANNUAL PART VOLUME:</td><td></td></tr> <tr><td>SHIPPING DISTANCE (MILES):</td><td></td></tr> </table>	CAMACO/AMVIAN PURCHASE ORDER:		CAMACO/AMVIAN PART NUMBER:		CUSTOMER PART NUMBER:		PART DESCRIPTION:		PROGRAM:		ESTIMATED ANNUAL PART VOLUME:		SHIPPING DISTANCE (MILES):		<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>SUPPLIER NAME:</td><td></td></tr> <tr><td>SUPPLIER ADDRESS:</td><td></td></tr> <tr><td>SUPPLIER CODE:</td><td></td></tr> <tr><td>SUPPLIER PHONE NUMBER:</td><td></td></tr> <tr><td>SUPPLIER FAX NUMBER:</td><td></td></tr> <tr><td>SUPPLIER MAIN CONTACT:</td><td></td></tr> <tr><td>CONTACT EMAIL ADDRESS:</td><td></td></tr> </table>	SUPPLIER NAME:		SUPPLIER ADDRESS:		SUPPLIER CODE:		SUPPLIER PHONE NUMBER:		SUPPLIER FAX NUMBER:		SUPPLIER MAIN CONTACT:		CONTACT EMAIL ADDRESS:																									
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APPENDIX C

CRITERIA FOR SUCCESSFUL SUBMISSION TO CAMACO LLC / AMVIAN AUTOMOTIVE

Method of submission:

IMDS – <http://www.mdsystem.com>

You must register with IMDS and have a user ID and password. Registration can be done online at <http://www.mdsystem.com>. **This is a FREE SERVICE.** You will receive a confirmation by email after registering. There is optional training available through IMDS if you are not familiar with how to submit parts. There is also a small demonstration at www.imds-elearning.com. Click on the IMDS Training Tab, select demonstration and follow the instructions. There is also help in the IMDS system once you are logged in. When submitting to PCG via IMDS, send the parts to the respective PCG organization code ID #2217.

Reporting Requirements: All parts and materials supplied to PCG must be reported as they are on the finished part. (For example, Solvents in paint that flash off in the process are not on the completed part and therefore not reported.) When naming a material or part, use common names such as steel (1008), (nut n-x-nn), bolt, etc. The PCG part number listed will be used in your IMDS response. Build them as semi-components or materials.

“There are no prohibited, restricted or reportable substances according to the IMDS ILRS guidelines in any materials used in the part except those declared in MDS.”

Please have the person that will complete the required task acknowledge receipt of this letter by filling in the following information and e-mail it back to the respective contact as soon as possible, along with a list of all final part number that your company will supply our plant.

Supplier Name:
Contact:
Phone:
Fax:
E-Mail:

You must have your information submitted into the IMDS system prior to you receiving PPAP approval from PCG on any new items and or engineering changes.

If you have any question with registering your information online, please contact the Safety/Environmental Manager

APPENDIX D

PCG Supplier Performance Quality (PPM) Ratings

PPM

1 to 50
51 to 75
>76

Rating

Excellent
Acceptable
Needs Improvement

Calculation Criteria

The rating is computer generated using data obtained from the Suppliers receipt history each month & the defective material dispositioned each month (effective on date supplier issues RMA # for defective material)

PPM RATING CHART

PPM	Points
0	30
1-50	29
51 - 75	25
76 - 125	20
126 - 175	15
176 - 250	10
251 - 500	5
>500	0

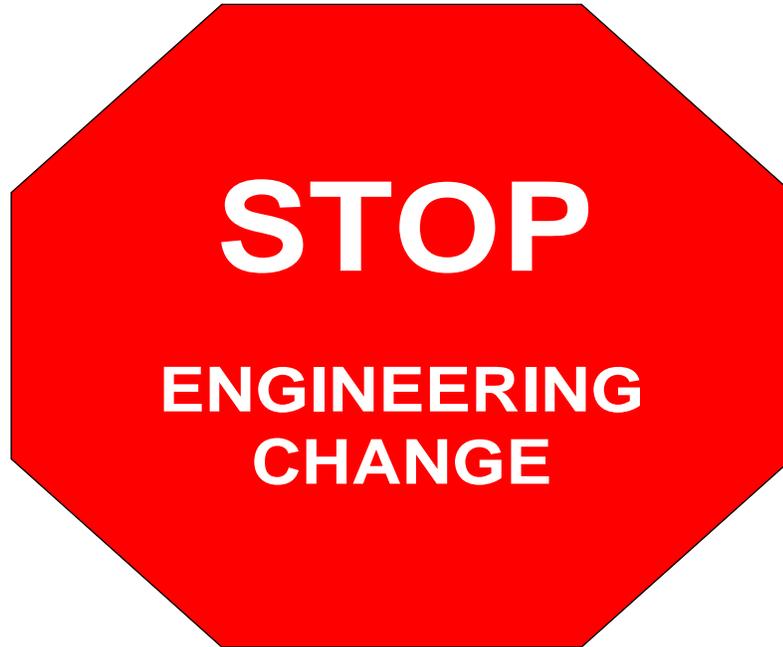
APPENDIX F



Process Timeline		Start	End	Status
SREA (Supplier Request for Engineering Approval)				
1	Supplier submits request for SREA to Intier PCG			Date PCG notified a change is requested
2	Supplier submits required SREA documents to PCG			Date full package of required documents sent to PCG
3	PCG to review documentation and submit SREA to Customer			End date 5 days from receipt of documents
4	PCG's customer submits SREA to Ford STA			day after review complete
5	Ford STA approval of SREA			10 days from submission to Ford STA
6	Ford Engineering approval of SREA			10 days from approval of Ford STA
7	Ford Plant(s) approval of SREA			2 days from approval of Ford STA
Move Tooling/1st Runs				
8	Move Tooling and Equipment			Once all SREA signatures are obtained.
9	Supplier to assemble product for Production Evaluation Run (PER) & PPAP			As soon as parts are available
10	Supplier to send Production Evaluation Run (PER) parts to PCG			As soon as parts are available
11	Production Evaluation Run (PER) of 30 pcs at PCG customer			1-5 days from receipt of parts
12	Production Evaluation Run (PER) at Ford customer (if required).			1-5 days from PER build at PCG
13	Run @ Rate (if required)			Prior to PPAP Submission
DV/PV Testing				
14	DV/PV testing if required by Ford engineering			5 days from receipt of parts if testing is required
Drawing				
15	Supplier to submit drawing change to PCG engineering (if required).			30 days from receipt of request to change drawing
PPAP				
16	Supplier to send PPAP to PCG			1-10 days from Ford approval of SREA
17	PCG customer to review Supplier PPAP & approve			1-5 days from receipt of PPAP package
Inventory Bank				
18	Support production with inventory bank until SREA & PPAP are approved			date current material is protected to
Production				
19	Full production using parts from new process.			1-5 days from PPAP approval

Approximate time to get Full PPAP approval to ship product is 120 working days

APPENDIX G



**Quarantine and Notify
Materials Supervisor Immediately**

CHANGE REFERENCE NUMBER

Attention: _____

APPENDIX H

P & C GROUP 1, INC.



SUPPLIER RATING SCHEME WITH CALCULUS			Example
Supplier:		Possible Score	Month or Quarter
Q	QUALITY - 50% Weighted	100	24
Q1	Meeting PPM Targets (Parts Per Million or equivalent) $[(\text{target}-\text{actual})/\text{target}]^*20$	20	-10
Q2	No Third Party Sort activity $[10 - (\text{number of sorts in a month})^*4]$	10	-6
Q3	QMS - 3rd Party Certified to IATF 16949:2016, ISO-14001:2015 (no expiration/suspension) [yes to both=40, yes to one=20, no=0]	40	20
Q4	No customer disruptions/field returns $[20 - (\text{number of customer/field returns})^*4]$	20	16
Q5	No Special Status Customer Notifications or SPR (PRR) ratings assigned [10- (No. PRRs)]	10	4
D	DELIVERY - 25% Weighted	100	8
D1	Shipments received on time $[(\text{total shipments} - \text{shipments late})/\text{total shipments}]^*30$	30	23
D2	Shipment quantities accurate $[(\text{total shipments} - \text{shipments inaccurate that exceed +/- 10\%})/\text{total shipments}]^*10$	10	9
D3	AIAG Bar Code Labels Scannable/Packaging with correct engineering level [10-number of shipments with incorrect labels]	10	-5
D4	Shipping documentation accurate (EDI,ASN,Packing Slips,etc) [15-number of shipments with incorrect labels]	15	-10
D5	Practices FIFO [yes=5, no=0]	5	5
D6	No of Incidents of Premium Freight [30 - (incidents of premium freight)^*4]	30	-14
R	RESPONSIVENESS - 15% Weighted	100	63
R1	8-D Initial responses and containment plan within 24 hrs. per incident [30 - (number of days late)^*2]	30	18
R2	Root cause identified within 5 business days and PCA defined within 10 business days per incident [20 - (number of days late)^*2]	20	2
R3	PFMEA and Control Plan updated within 30 days after closure of PCA [25 - (number of days late for FMEA or CP)^*2]	25	3
R4	All sections for the 8D completed with PCA $[(\text{total 8Ds}-\text{8Ds with missing information})/\text{total 8Ds}]^*15$	15	15
R6	SPC, test results and verification results provided as applicable $[(\text{total 8Ds}-\text{8Ds with missing information})/\text{total 8Ds}]^*5$	5	15
R7	Technical Support - Quality, Materials & Engineering Support (includes onsite visits) [yes=5, no=5]	5	5
R8	Technical Support - Communication - feedback without prompting [yes=5, no=5]	5	5
P	PART APPROVAL - PPAP - 10% Weighted	100	100
P1	Approved PSW/TASP received prior to receipt of parts [yes=50, no=0]	50	50
P2	Containers identified with Special Status (TASP,PER,Yellow Dot,Third Party, etc.) as required [yes=20, no=0]	20	20
P3	Full PPAP package received on time [yes=10, no=0]	10	10
P4	Extension of Tasp or Interim Approval received prior to expiration date [yes=20, no=0]	20	20

OVERALL RATING:	
0% to <50%	RED
50% to <75%	YELLOW
≥ 75%	GREEN

IMPORTANCE MODIFIER	Month or Quarter
Quality = 50	24
Delivery = 25	7.6
Responsiveness = 15	63
Part Approval = 10	100
Overall (modified)	33.35
CURRENT RATING	RED

APPENDIX I



EXAMPLE CONFIDENTIALITY AGREEMENT
(Pages 31-33)

This Confidentiality Agreement ("Agreement") is effective as of the date executed by and between P & C Group 1, Inc., a Michigan corporation, and its affiliated companies, Lorain County Automotive Systems, Inc., Amvian Automotive and CAMACO, LLC (the "Company" or "Companies"), and the Undersigned, individually and/or in representative capacity on behalf of the business entity the Undersigned represents as its authorized agent (the "Undersigned").

RECITALS:

WHEREAS, the Company or Companies may furnish to the Undersigned information which the Companies treat as confidential, privileged and secret information of each Company or all of the Companies for the mutual benefit of the Companies and the Undersigned, wherein each Company has a substantial proprietary interest in the information and would be irreparably harmed in the event any of this confidential information became known to third parties, employees or competitors of any of the Companies.

NOW, THEREFORE, IT IS HEREBY AGREED:

1. For purposes of this Agreement, "confidential information" means information which is not generally available to or used by others and includes information or materials which relate to any of the Companies' processes, machines, compositions, inventions (whether patented or not), services, technological developments, "know-how," purchasing, accounting, financial information, employment, tax information, customer and prospect information, supplier network, and methodology in the manufacture, design, engineering, distribution, testing and sale of product, including seat structure, unless such information was already known by the Undersigned, or available in the public domain, or learned from a source not in violation of any right or remedy of the Company.

2. In consideration of the Companies' disclosure of confidential information, the Undersigned agrees not to use or disclose (except as the Company may authorize in writing) any of the confidential information for any purpose except in the direct service of the Company, or where the Company is awarded the contract as supplier of such disclosed confidential information, and this obligation survives any other relationship between the Undersigned and the Company which may or does develop and the termination of any such relationship.

3. Upon conclusion of the use by the Undersigned of such confidential information, same, together with all photographs, copies, working papers and other documents of any sort which were derived from, which contain, or otherwise include confidential information, shall be returned to the Company, or in the alternative, the Undersigned shall provide evidence that same shall have been destroyed.

4. The Undersigned shall exercise such care as the Company and/or the Undersigned would use in protecting its own information to prevent disclosure to any third party. Any internal dissemination shall be limited to those employees, agents and associates whose duties justify their need to know such information, and then only on the basis of a clear understanding by those individuals of their obligation to maintain the confidential nature of the information and to restrict the use of the confidential information solely to the use permitted under this Agreement.

5. The Undersigned represents and warrants that it and its agents and employees will, at all times from and after the effective date of this Agreement, comply with all of the terms and conditions hereof, and it is specifically acknowledged that a breach by the Undersigned of its obligations under this Agreement would cause irreparable and permanent damage to the Company, and therefore, the Company is specifically authorized to petition any court of competent jurisdiction to obtain injunctive relief as may be necessary for the enforcement thereof. The Undersigned consents to the Companies' right to obtain an injunction, without posting of any bond since the purpose of the injunction would be to enforce the terms of this Agreement, and the injunction would not harm any business interest of the Undersigned.

6. The Undersigned shall not approach any Company employee with offer of employment or other inducements. The Undersigned shall contact Company's suppliers only through written approval by the Company and shall not directly approach Company's suppliers with offer for new business or other inducements.

7. The Undersigned agrees to indemnify and hold each Company harmless from and against any and all loss, cost, damage, liability or injury whatsoever directly or indirectly caused by the breach of the Undersigned's obligations under this Agreement, or in the event the Company is required to seek legal action in order to enforce the terms of this Agreement to obtain an injunction or to seek damages under this indemnification provision, the Undersigned specifically agrees to reimburse the Company for any and all reasonable legal fees and expenses.

8. This Agreement shall be governed by and construed in accordance with the laws of the State of Michigan. Each Party hereto specifically consents to the jurisdiction of the courts sitting in Michigan, and in particular the Oakland County Circuit Court, State of Michigan. Any unenforceable provision of this Agreement shall not effect the balance of this Agreement, which shall continue in full force and effect. This Agreement constitutes the full and final expression of intent between the Undersigned and each Company, merging all prior written or verbal negotiations.

P & C GROUP 1, INC.



This Agreement may be amended only by a writing executed by the Undersigned and the Companies.

IN AGREEMENT HEREOF, the parties have executed this Agreement as of the date noted below.

UNDERSIGNED:

Date:

[Signature]

[Print Name]

Individually and on behalf of the following business entity:

BUSINESS ENTITY:

By its authorized agent and representative
COMPANIES:

P & C Group 1, Inc.; Lorain County Automotive Systems, Inc.; Amvian Automotive and CAMACO, LLC

Date: _____

By: _____

[Signature]

[Print Name]

Its authorized agent and representative

APPENDIX J
(Pages 34-35)

Annex A: Control Plan

A.1 Phases of the control plan

A control plan covers three distinct phases, as appropriate:

- a) **Prototype:** a description of the dimensional measurements, material, and performance tests that will occur during building of the prototype. The organization shall have a prototype control plan, if required by the customer.
- b) **Pre-launch:** a description of the dimensional measurements, material, and performance tests that occur after prototype and before full production. Pre-launch is defined as a production phase in the process of product realization that may be required after prototype build.
- c) **Production:** documentation of product/process characteristics, process controls, tests, and measurement systems that occur during mass production.

Control plans are established at a part number level; but in many cases, family control plans may cover a number of similar parts produced using a common process. Control plans are an output of the quality plan.

NOTE 1 It is recommended that the organization require its suppliers to meet the requirements of this Annex.

NOTE 2 For some bulk materials, the control plans do not list most of the production information. This information can be found in the corresponding batch formulation/recipe details.

A.2 Elements of the control plan

A control plan includes, as a minimum, the following contents:

General data

- a) control plan number;
- b) issue date and revision date, if any;
- c) customer information (see customer requirements);
- d) organization's name/site designation;
- e) part number(s);
- f) part name/description;
- g) engineering change level;
- h) phase covered (prototype, pre-launch, production);
- i) key contact;
- j) part/process step number;
- k) process name/operation description;
- l) functional group/area responsible.

Product control

- a) product-related special characteristics;
- b) other characteristics for control (number, product or process);
- c) specification/tolerance.

Process control

- a) process parameters (including process settings and tolerances);
- b) process-related special characteristics;
- c) machines, jigs, fixtures, tools for manufacturing (including identifiers, as appropriate).

Methods

- a) evaluation measurement technique;
- b) error-proofing;
- c) sample size and frequency;
- d) control method.

Reaction plan

- a) reaction plan (include or reference).

ANNEX B: Bibliography – supplemental automotive

Internal audit

AIAG

- CQI-8 Layered Process Audit
- CQI-9 Special Process: Heat Treatment System Assessment
- CQI-11 Special Process: Plating System Assessment
- CQI-12 Special Process: Coating System Assessment
- CQI-15 Special Process: Welding System Assessment
- CQI-17 Special Process: Soldering System Assessment
- CQI-23 Special Process: Molding System Assessment
- CQI-27 Special Process: Casting System Assessment

ANFIA

- AQ 008 Process Audit

FIEV

- V2.0 Production Process Audit Manual

IATF

- Auditor Guide for IATF 16949

VDA

- Volume 6 part 3 Process Audit
- Volume 6 part 5 Product Audit

Nonconformity and corrective action

AIAG

- CQI-14 Automotive Warranty Management Guideline
- CQI-20 Effective Problem Solving Practitioner Guide

VDA

- Volume "Audit standard field failure analysis"
- Volume "Field failures analysis"

Measurement systems analysis

AIAG

- Measurement Systems Analysis (MSA)

ANFIA

AQ 024 MSA Measurement Systems Analysis

VDA

Volume 5 "Capability of Measuring Systems"

Product approval

AIAG

Production Part Approval Process (PPAP)

VDA

Volume 2 Production process and product approval (PPA)

Volume 19 Part 1 ("Inspection of Technical Cleanliness - Particulate Contamination of Functionally Relevant Automotive Components")

Volume 19 Part 2 ("Technical cleanliness in assembly - Environment, Logistics, Personnel and Assembly Equipment")

Product design

AIAG

APQP and Control Plan

CQI-24 Design Review Based on Failure Modes (DRBFM Reference Guide)

Potential Failure Mode & Effects Analysis (FMEA)

ANFIA

AQ 009 FMEA

AQ 014 Manual of Experimental Design

AQ 025 Reliability Guide

VDA

Volume 4 Chapter Product and Process FMEA

Volume VDA-RGA "Maturity Level Assurance for New Parts"

Volume "Robust Production Process"

Volume Special Characteristics (SC)

Production control

AIAG

MMOG/LE Materials Management Operational Guidelines / Logistics Evaluation

SMMT

Implementing Standardised Work

Quality management system administration

ANFIA

AQ 026 Managing and improving the process

IATF

Rules for achieving and maintaining IATF recognition

Risk analysis

VDA

Volume 4 "Ring-binder" (elementary aids, risk analyses, methods, and process models)

Software Process Assessment

Capability Maturity Model Integration (CMMI)

VDA

Automotive SPICE® (Software Process Improvement and Capability Determination)

Statistical tools

AIAG

Statistical Process Control (SPC)

ANFIA

AQ 011 SPC

Supplier quality management

AIAG

CQI-19 Sub-Tier Supplier Management Process Guideline

IATF

Minimum Automotive Quality Management System Requirements for Sub-Tier Suppliers (MAQMSR)

Health and safety

ISO

ISO 45001 Occupational health and safety management systems



8D Problem Resolution

APPENDIX L

8D-			
8D Initiator:	Phone:	Status: <input type="checkbox"/> up <input type="checkbox"/> closed	
Team Leader:	Fax:	Issue Date:	
Team Members/Title:			
Supplier:	Supplier Code:	Revision Date:	Update FMEA year <input type="checkbox"/> no <input type="checkbox"/>
Location:	Date of Occurrence:	Date Root Cause Identified:	Plan year <input type="checkbox"/> no <input type="checkbox"/>
Part No. & Description:	Date PCA Identified:	Date PCA Implemented:	Update P.M. Plan year <input type="checkbox"/> no <input type="checkbox"/>
Source of Complaint:	Date PCA Verified:	Date Closed:	Review Similar Processes/Products year <input type="checkbox"/> no <input type="checkbox"/>
Vehicle Line Affected:	MC Ticket Number:	Referral Number:	
1	Problem Recognition :		
2	Interim Action/Containment : (Authorized Document)		
	Wkt	Wks	Start Date
			End Date
3	Root Cause :		
	Possible Cause Identified: (Process, Process or Supplier)		
	Possible Cause Tested:		Date: 05/05/06
			Date: 05/05/06
			Date:
	True Cause(s) Identified: (Process, Process or Supplier)		Date: 05/05/06
	True Cause(s) Description:		Date: 05/05/06
4	Permanent Action : (Authorization Document)		
	Wkt	Wks	Effective Date
5	Verification :		
	Wkt	Wks	Date
6	Control :		
	Description of Control/Type (1,2,3)	Design or Process Control	Sample Size/Frequency
			Wks (Plan)
7	Prevention :		
	Similar Product Requirements:		
	Relias Description	Wks	Date
	Documents Requiring Update:		
	Relias Description	Wks	Date
8	Review and Closure:		
	Signature	Wks	Date
		General Manager	
		Quality Manager	
		Quality Engineer	
		Production Supervisor	
		Customer Approval	