

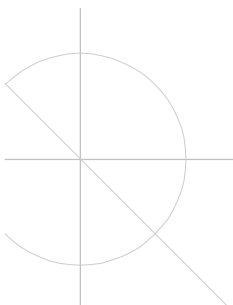
“Logistics Quality Requirements” for deliveries of suppliers to NORMA Group

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Preamble

1 *Objectives and Responsibilities*

These supplier requirements comprise the supplier performance expectations of NORMA Group, including guidelines and commitments that govern the logistics and quality processes between NORMA Group and its supply partners.

2 *Scope of Validity*

Until cancelled, the requirements in this manual apply to all supplier interactions with NORMA Group, particularly deliveries of supplies to NORMA Group works or designated suppliers. If applicable, it is superseded in some respects by individual contractual agreements and the NORMA Group General Terms and Conditions of Purchase.

These supplier requirements refer to all production articles and outside processing that NORMA Group actually purchases - or will in future purchase – from the supplier.

Likewise, with regard to their contractual relationship with NORMA Group suppliers, all companies associated with the NORMA Group of companies are entitled to refer to the stipulations in these supplier requirements.

The transfers of ownership will then take place directly between the respective calling group companies and the supplier. Which group company is to be the respective purchaser of the delivery, can be seen from the underlying delivery calls.

A Confidentiality

All drawings, plans, technical data, samples, and other documents provided to the supplier for the purpose of executing any orders remain NORMA Group property. They are to be secured against unauthorized inspection or use and must be returned to us free of charge for free disposal whenever this is requested.

Also, the products manufactured in accordance with this documentation, and documents prepared by the supplier in connection with the execution of the order, may neither be passed on to third parties nor used for any other than the contractual purpose.

The confidentiality obligation also applies to the prices agreed with the supplier and other contractual conditions.

In addition to these general confidentiality agreements, individual contractual agreements can be made.

B Object of Contract

The legal relationships between NORMA Group and the supplier with regard to the purchase of contract items and services are governed by the provisions of the contract concluded and the general terms and conditions of purchase by the NORMA Group as currently amended. Any other general terms and conditions provided by the supplier shall not apply even if they were not respectively objected to and contradicted.

The fulfilment of all statutory environmental and the applicable technical safety regulations and of the stipulations for restricted toxic and other hazardous substances by the supplier is mandatorily required. The supplier must have the necessary approvals for the materials used, the processes, and the plants. The relevant proof must be provided at the request of NORMA Group, if necessary in connection with supplier audits.

The supplier has a duty to check immediately whether the stipulations made by NORMA Group or the supplier in the drawings, specifications, etc. infringe such provisions or are in contradiction to the same, and to inform NORMA Group in all such cases in writing and without delay.

In respect of deliveries the supplier must comply with the state of the art in science and technology, and for the individual item(s) with the specifications, drawings, etc. stipulated for the same.

Within the meaning of the mutual obligation in respect of the 0-fault-strategy NORMA Group expects its suppliers to meet the quality requirements stipulated by the automotive industry.

1 *Use of work results*

All documents / performances prepared in connection with an order placed and to be paid for by NORMA Group are the property of NORMA Group. This provision applies to the supplier as well as to their sub-suppliers / subcontractors. NORMA Group reserves the right to pass on all documents, within the framework of the confidentiality agreement, to third parties also.

If it cannot be excluded that, within the framework of the cooperation, results capable of property right protection (patents, utility models or design patents) are created by the supplier (new property rights) or if existing property rights are introduced by the supplier, the contract partners agree to enter into a separate agreement with regard to the registration and utilization of the work results. With regard to new property rights of the supplier, NORMA Group is granted at least a comprehensive right of co-utilization without any restrictions in terms of time and place.

To the extent that the work results are protected by the supplier's property rights, he hereby grants NORMA Group the exclusive irrevocable transferable right without limitation in terms of time, place and content to utilize these work results free of charge in any way, in particular, by duplication, publishing, exhibition, modification and processing.

2 *Enquiry*

The supplier receives from NORMA Group an enquiry, e.g. with a set of data, drawing, technical specifications, functional performance specifications, economic requirements for the development of a product or process, or the manufacture of a product developed by NORMA Group. Contract acceptance is always a component part of the enquiry, the scope of the quotation, and – if necessary – the order.

When submitting a quotation, the supplier must always evaluate the manufacturability and, to the extent necessary, define any possible risks / limitations within the quotation. Otherwise, manufacturability shall be deemed to have been confirmed.

The customers of NORMA Group always reserve the right to carry out a retrospective cost check at NORMA Group and its subcontractors. This right also extends to NORMA Group in relation to its sub-suppliers and their subcontractors. The subcontractors must be committed accordingly by the supplier. Cost detail specifications must be submitted by the supplier if this is requested by NORMA Group. To this end, the customer-specific form sheets must be used on a case by case basis.

3 *Order placement / calls for delivery*

3.1 *Details*

Details with regard to the anticipated quantity requirements, delivery capacities, prices, etc. are agreed separately for each contract item / article. This also applies in equal measure to modifications on the contract object.

3.2 *Organization*

For the process of delivery the supplier has to name constant persons of contact and their substitutes, who are competent and can make decisions reliably. These persons of contact have to be available at any time of production times of NORMA Group works.

3.3 *Disposition process*

In the ERP Enterprise Resource Planning (MRP module) of the NORMA Group all customer and production orders are broken down in the form of part lists daily. By comparing the requirements determined, existing stocks, and current orders or planned production additions, purchase and production order proposals are generated on a daily basis.

By cyclic processing, purchase and production orders are generated from these proposal lists and communicated to the respective internal or external suppliers. As communication remote data transmission is preferred. It is aimed to use EDI (Electronic Data Interchange) for communicating orders and dispatches. In agreed cases Norma can accept other ways of communication such as e-mail, fax, and letter post.

Depending on the order frequency and the order volume, single orders or calls for delivery are sent out. The delivery batches subdivide according to the categories:

- Production Release (PR)
- Material Release (MR)
- Delivery Forecast (DF).

Delivery batches within the short term range (as a rule, 2-4 calendar weeks) will be accepted by NORMA Group in any case (production release, abbreviation PR).

Delivery batches within the medium term range (as a rule within the following 4-6 calendar weeks) cause a "material release" for the supplier. This means that for these quantities, if the end product is not accepted for delivery, there is an entitlement to reimbursement for the material costs that can be proven to have been incurred, but not for the manufacturing costs (material release, abbreviation MR).

Quantities visible in the long term (the following calendar weeks) are so-called delivery forecast quantities that represent non-binding information. These are intended to be used to facilitate the raw material disposition. For these quantities, there exists initially no obligation for the customer to take the delivery (delivery forecast, abbreviation DF).

As orders will only be re-transmitted if needs are changing, the time horizon is shifted weekly by one week into the future.

Example: Based on the assumption that in week 1 an order is transmitted and for the short-term range a delivery period of 4 weeks has been agreed, the short term range extends up to week 5. If, within the following 4 weeks, no new order is transmitted, the production release in Week 5 extends up to Week 9 without a corresponding document being transmitted to the supplier.

Depending on the raw material (repurchasing periods, flexibility of pre-suppliers, materials), the individual periods can be defined individually by agreement with the purchasing department.

The above-stated dates are dates of arrival at the unloading location, depending on the agreed delivery term according to Incoterms 2010. The delivery to NORMA Group is effected in accordance with the FIFO principle.

For raw materials that are consumed to a larger extent in NORMA Group production, delivery is effected by suppliers on the basis of a so-called "fine-tuned call for delivery" which may possibly be communicated on a specific day basis to suppliers by the NORMA Group production control department. This is to ensure that production fluctuations are more precisely reflected. In respect of any parts that are called for by this fine call logic a separate agreement will be made.

If required by NORMA Group the supplier should work on establishing of consignment stock at the production site of NORMA Group.

3.4 *Safety stock*

NORMA Group will specify the required safety stock on part number level and corresponding lead times prior the business is commencing. A list of part numbers and safety stock will be enclosed separately to the agreement with the supplier. Deliveries from the safety stock must be effected within two working days.

4 *Series delivery*

4.1 *Delivery capacity*

In order to effect the delivery in accordance with period, quality, and quantity, the supplier undertakes to provide the theoretical production resource capacity (e.g. tool, device, machine etc.), as delivery capacity to the extent that is necessary in accordance with the delivery schedule. If the production

resource capacity is less than 20% above the released quantity, NORMA Group has to be informed.

4.2 Provision of replacement parts

In accordance with the requirements of the automotive industry, the supplier undertakes vis-à-vis NORMA Group to ensure that on expiry of series deliveries, deliveries continue to be guaranteed for a further period of 15 years. To this extent, the supplier undertakes to enter into contractual agreements with their sub-suppliers that would ensure an appropriate provision with replacement parts.

4.3 Sub-suppliers / materials / provisions

Inasmuch as NORMA Group recommends materials or sub-suppliers, only the supplier shall be responsible – irrespective of such recommendation – for the qualitatively perfect, on schedule delivery. The supplier has a duty to conclude appropriate contracts with subcontractors / sub-suppliers. Any goods possibly provided free of charge by NORMA Group are the property of NORMA Group® and must be treated in the same way as buy-in parts.

4.4 Exceeding scheduled delivery dates

If the supplier cannot meet the quantities ordered or the specified delivery dates, he must contradict any such call for delivery immediately. This contradiction must be received in writing by the customer at the latest within 3 working days following the date of the relevant call for delivery which is contradicted.

If, in the event of any delay, the production situation requires a fast delivery in order to avoid any negative effects on the production or time planning by NORMA Group, then the supplier must deliver the required quantity of products at own cost by fastest means possible to that plant in which the product is required / processed, irrespective of where the relevant plant is located.

5 Concept in case of emergency

Suppliers are expected to meet delivery schedules 100% on time, to the correct quantity, and with quality product. Any supply risk such as missing delivery timing, or quantity, and/or suspect or defective product, must be communicated immediately to the NORMA Group receiving location. Suppliers are expected to make all arrangements to be done to grant a 100% supply of NORMA Group's production. Content of this concept in case of emergency is also the controlling of the supplier's supplier.

6 Health and safety

Supplier must be in compliance with legal requirements and human rights, particularly in relation to the prohibition of child labor.

7 Supplier assessment and rating

Suppliers are assessed with regard to their qualifications and performance. Inasmuch as deficiencies can be identified within the assessment, the supplier undertakes to work out and implement remedial measures. The supplier assessment will be used as a decision criterion for new business and the continuation of business.

Refer to D 2 *Quality assurance of the supplier* for information on the criteria.

NORMA Group expects our vendors have in place similar/ better systems for assessing their supply base (NORMA sub-suppliers).

C Logistics

1 *Logistic concepts*

1.1 *Responsibility of the supplier*

The supplier is responsible for following and implementing the agreed logistics concept from the production site to the point of risk transfer. At the transfer point, a 100% material / parts availability must be ensured.

1.2 *EDI interfaces*

The supplier must be able to receive and process further all EDI (Electronic Data Interchange) technical information by NORMA Group. When EDI technical data are sent, the message formats according to NORMA Group specifications must be adhered to: these are based on the VDA standard, if not agreed differently.

If NORMA Group operates a supplier portal, the supplier is obliged to work with the portal.

The requirements for EDI handling must be agreed with the IT department at NORMA Group.

2 *Transport handling*

2.1 *Terms of delivery*

The deliveries must be effected in accordance with the agreed terms and conditions of delivery as laid down in the Incoterms 2010 (respectively, as most recently amended).

For deliveries FCA (supplier), it is mandatory to adhere to the following instructions:

- Shipments must be done by the transport agent or parcel service specified by NORMA Group.
- Any freight charges incurred as a result of non-compliance with these shipping instructions will be rejected by NORMA Group.

In the case of all other terms and conditions of delivery, the transport agent or parcel service to be used must be agreed with NORMA Group. The settlement of shipping accounts will be effected between the transport agent and the company paying for the said shipping accounts.

No extra transport insurance is required, all transports of NORMA Group are covered by a Group transport insurance. Separately billed costs for transport insurance will not be paid by NORMA Group.

NOTE *Expressis verbis* all additional costs incurred by non-compliance with NORMA Group shipping instructions will be borne by the supplier.

Any deviations will be documented and communicated to the supplier.

NORMA Group signs as a disclaiming customer.

The transport charges (for finished goods and the return of empties) must be shown separately in the quotation. NORMA Group reserves the right to change the basic logistics concept in accordance with the details provided above.

2.2 Palletized goods, partial and complete loads

Palletized goods / partial and complete loads must be sent by means of the respectively agreed transport agent. The packaging will be defined by NORMA Group and agreed with the suppliers.

The packaging must provide for safe transportation free from any damage.

The shipping documents must state the name of the recipient.

All shipping documents and customs documents must be attached to the shipping order.

2.3 Instructions for special transport journeys

In general, special transport/shipping journeys must be agreed with the receiving NORMA Group site.

In the case of special transport journeys the supplier must ensure that the following details are always entered into the delivery documentation as well as the shipping orders.

- NORMA Group part number
- Place of reception
- Recipient person with contact telephone number and department designation
- Gross weight, quantity, type of packaging
- Date of delivery to NORMA Group, if applicable, time of arrival

The shipping documents must be sent to the recipient in advance by the agreed way of communication.

If the special transport journey is caused by NORMA Group, the transport agent must be agreed with NORMA Group. In addition, the supplier must obtain approval in writing for the acceptance of shipping costs from the responsible contact person at the NORMA Group and hand over the same if required.

Without any such approval in writing, the shipping costs will be charged against the supplier.

2.4 Quality records for any occurring special transport journeys

The supplier must keep records on any occurring special transport journeys. In these records, special transport journeys must be listed that occur due to deficiencies in the logistic processes. In addition, also those special transport journeys required by NORMA Group must be recorded. Moreover, it must comprise details and date schedules with respect to any remedial measures.

These records must be made available to the NORMA Group if requested.

3 *The marking of goods and shipping documentation*

3.1 *Goods label VDA 4902, Version 4 (barcode enabled), VDA 4994 Version 1 (2D barcode)*

The supplier must ensure that all packaged items and load carriers are labelled with an up-to-date, carefully completed, barcoded goods label according to VDA 4902. In particular, it must be ensured that the details on the goods label match the contents in the packaged item or load carrier.

Manual changes or entries in the labels are not permitted.

In the case of standard or special containers, the goods label must be inserted into the document pouch provided for this purpose (label holder) and, if this does not exist, it may be attached by means of adhesion points. However, a full surface adhesion is not permitted.

Transport labels or goods labels on packaged items and load carriers that are no longer current, must be removed before delivery to the NORMA Group.

In the case of missing, stuck-on, illegible or insufficiently completed goods labels, all costs arising from such circumstances will be charged to the supplier.

For deliveries to the NORMA Group, the goods label according to VDA–Recommendation 4902, Version 4 must be used. This recommendation describes two formats:

- Standard format 210 x 148 mm for bulk load carriers (crate, pallet etc.)
- Format 210 x 74 mm for small load carriers (SLC)

A special designation of the first delivery is mandatory in the case of INDEX-change.

A sample of the label has to be provided with NORMA Group for approval prior to first shipment.

All labeling must conform to the carton and pallet format shown on the P.O., drawing, or addendums in this section unless otherwise agreed upon by a specific NORMA Group division in writing. At minimum at least one label must be placed on each carton/container that is clearly identifiable in packaged condition. However, two labels are preferred on the two adjacent sides of containers to facilitate readings. Also a master label has to be placed on every pallet. In addition, all material identification labels must remain intact from the original point of manufacture, through to NORMA Group's receipt and storage at the affected receiving inspection.

As we are currently in a phase of transition to a new ERP system we also improve our incoming goods workflow. In order to do this we changed the labelling requirement from VDA 4902, V4 to VDA 4994 V1 which includes 2D barcodes and mixed loads.

As we switch entity by entity suppliers will be contacted by local Supply Chain organisation to switch from VDA 4902 to VDA 4994. Supplier has to use new VDA 4994 V1 label from date demanded by Norma entity.

3.2 *Delivery note*

3.2.1 *Delivery note (applicable for EMEA and APAC)*

For all deliveries, a delivery note according to DIN 4991 must be used.

The following is mandatory data on the delivery note:

- NORMA Group order number and date
- Delivery address
- NORMA Group material number
- Description of goods
- Quantity
- Total gross weight
- Net weight per unit
- Packaging details
- Unit of packaging
- Delivery note number
- Delivery note date
- Type of shipping
- Delivery conditions
- Name and address of supplier
- Means of despatch

Delivery notes that have been made out manually are not permissible; the same applies to loading lists.

For deliveries outside the European Union, a delivery invoice will be additionally required; the customs regulations of the respective country must be complied with.

A sample of the delivery note has to be provided with NORMA Group for approval prior to first shipment.

3.2.2 *Shipper/Bill of lading (applicable for Americas)*

The following is critical data on the shipper/bill of lading:

- Supplier's name
- Shipping address
- Shipping date
- Shipper number/BOL #
- Carrier
- Ship to address
- Shipping terms (FOB, CIF, etc.)
- Purchase order number/ Shop order number
- Line item or release number
- NORMA Group part number and description
- Quantity shipped & unit of measure
- Total number of containers
- Proper freight classification
- Weight – net, tare, gross

- Lot or batch numbers (i.e. Lot traceability)

Suppliers are required to note the line item or release numbers on all shipping paperwork. Note: For overseas suppliers, an original set of export documentation should be sent with the shipment, to the NORMA Group division, and to the NORMA Group customer broker direct. Prior to shipping, the overseas supplier should send an advanced shipping notification to the NORMA Group division.

3.2.3 *Safety & hazardous materials (applicable for Americas)*

Suppliers shipping any item considered a “hazardous product” or a “controlled product/substance” under the Hazardous Products Act will provide necessary documents to allow NORMA Group to comply with the act including, but not limited to, providing NORMA Group with Material Safety Data Sheet (MSDS) and labeling products as prescribed by the act. Substances as oils, lubricants etc., which remain on the product, must be reported as well.

3.3 *Shipping order VDA 4922*

In addition to the delivery note, a shipping document / shipping order pursuant to VDA 4922 must be handed over together with the shipment in all cases. The shipping document must show the delivery note number.

NORMA Group reserves the right to charge the costs of manual handling of the shipping documents to the supplier.

4 *Origin of goods and preferences*

In case of deliveries to NORMA Group entities in countries which grant preferential treatment due to Free Trade Agreements, the supplier is obliged to provide the appropriate proof of preferential origin, e.g. movement certificate EUR.1, origin declaration on invoice, NAFTA certificate of origin etc.

On delivery of the goods to EU NORMA Group entities, before a first delivery is made or at least with the first delivery, NORMA Group must be provided with a long term supplier declaration for goods with preference origin according to the Council Regulation (EC) No. 1207/2001 of 11 June 2001. A reference to the goods is to be provided by stating the NORMA Group article number on the supplier declaration.

The long term supplier declaration must be sent to NORMA Group annually without any prior special request.

The supplier is responsible for the correctness and completeness of the preferential documents / long term supplier declarations. For any incorrectly prepared preferential documents / supplier declarations and any resulting claims by NORMA Group customers, the supplier shall bear full liability and responsibility. NORMA Group will randomly check the correctness of a supplier declaration.

NORMA Group has to be informed immediately in case the preferential status of the supplied goods changes within the validity period of the preferential documents or long term supplier declarations respectively.

5 *Packaging*

5.1 *Packaging requirements*

Irrespective of what packaging type has been selected, the following requirements must be met:

- Parts must be delivered free from any damage (quality assurance)
- Rational loading units must be formed
- Transport safety device
- Optimum unloading capabilities of the transport vehicles by industrial trucks
- Stackability
- Compliance with the specified standard dimensions
- Setup suitable for handling and storage
- Parts easy to remove
- Materials capable of recycling
- Minimum use of one-way packaging materials as a contribution to waste avoidance
- Weight of a manually handled individual carton is not to exceed 33 pounds/15 kg or weight mutually agreed upon with the NORMA Group Division.
- Corrugated material used in shipping containers must have minimum test strength to adequately withstand the test of warehousing and transportation or as defined by the appropriate NORMA Group division.

The supplier shall be liable for any quality reduction due to deficient, wet or contaminated packaging.

NORMA Group will carry out sample checks and, in the case of improper packaging, charge to the supplier all costs arising from such circumstances.

5.2 *Requirements for wood packaging material*

Wood packaging material must comply with the appropriate import/export regulations:

- IPPC-Standard ISPM Nr. 15
- US Government 7 CFR 319.40-5

5.3 *General requirements for avoiding packaging waste*

The planning of packaging must always take duly into account economic and ecological aspects. The waste economic targets of environmental legislation comprises, in accordance with ecological priorities, the:

- Avoidance: i.e. limited to the directly necessary measure
- Reduction: recycling by the use of re-usable packaging: taking into account the above-mentioned basic principle, reusable load carriers are to be preferred. The share of one-way packaging must be reduced.
- Evaluation: environmentally compatible re-use must be possible in the case of reusable and one-way packaging

The packaging material must always be recyclable anywhere and it must be marked clearly and visibly. The marking of the packaging must not exclude any material or energetic recycling.

5.4 *Non-compliance of packaging requirements*

If the specified packaging is not complied with, NORMA Group reserves the right to charge to the supplier repacking costs and additional handling costs arising from such circumstances.

5.5 *Empties*

If there is no other agreement, both parties pledge themselves to trade pool-pallets and pool-containers in 1:1-ratio, empties against full ones.

5.5.1 *Container account*

For suppliers with corresponding delivery volumes, container accounts will be set up. In this way, the supplier receives their own account for the container types used.

5.5.2 *Container account adjustment*

Both parties keep accounts for all containers. The account balances are to be matched regularly. Ensured differences are to be proved by delivery documents.

Once every 12 months, upon initiation by NORMA Group, a physical fixed day inventory of the container balances must be carried out.

D Quality Assurance Agreement

1 *Introduction*

As a manufacturer of products that are also supplied to the automotive industry, NORMA Group relies on purchasing parts/materials, which have a consistent and excellent quality. NORMA Group will only be able to maintain a permanent business relationship with suppliers who deliver at competitive cost fault free parts/materials and services in a timely manner on a continuously improved quality level.

The following provisions apply to all deliveries and performances rendered to NORMA Group and associated companies on the basis of separate orders.

2 *Quality assurance of the supplier*

The supplier maintains an effective quality assurance system (assessed by an accredited 3rd party) (ref IATF 8.4.2.3) to ensure, that deliveries and services are according to the contract and the legal demands. NORMA Group requires their suppliers of automotive products and services to develop, implement, and improve a quality management system certified to ISO 9001, unless otherwise authorized by their customer, with the ultimate objective of becoming certified to the IATF 16949 standard. Suppliers who have ISO 9001, or are working towards this certification, must develop an action plan to become IATF certified within reasonable period of time defined by the local NORMA Group.

Suppliers holding other certification (e.g. aerospace) might be accepted case by case. The supplier commits to the zero fault target and the continuous improvement of performance. The supplier will describe the quality assurance system in a quality assurance manual / quality management manual. In addition, NORMA Group requires in the long term the introduction or maintenance of an environment management system according to EN ISO 14001 and a health and safety system according to OHSAS

18001 as currently amended. In cases where ISO 14001/ OHSAS system(s) are not in place, NORMA's suppliers must formally apply to the responsible NORMA plant for a waiver thereof.

Customer specific requirements of end customers need to be followed.

2.1 *Specific requirement for Heat Treat, Plating, and Coating Suppliers*

Suppliers are required to be, at minimum, in compliance with the latest VDA and AIAG Standard survey guidelines and format (CQI-9, 11, 12, 15, and 23). All NORMA Group processors are subjected to audit by NORMA Group unless the supplier is able to provide second party (i.e. OEM or IATF certified customer) audit results and compliance to latest AIAG CQI standards for processing or to applicable customer format. Each supplier is responsible to conduct and update audits once a year. Results shall be forwarded to NORMA Group upon request. In cases where CQI certification is not in place, NORMA's suppliers must formally apply to the responsible NORMA plant for a waiver thereof.

2.2 *Assessment requirements for low or non-quality impact suppliers*

- Each NORMA Group division will have a method to monitor the quality of product and services of low impact suppliers.
- Suppliers may be required to complete a self-assessment.
- NORMA Group Manufacturing facilities will monitor and visit suppliers periodically based on performance.
- NOTE: Low or Non-Quality suppliers are suppliers who cannot severely affect the quality of the product delivered to the customer, e.g. FMEA Severity Scale with impact 0, 1, or 2.

2.3 *Audit results*

At the end of an on-site audit, and including the supplier's self-survey (submitted to NORMA contact in advance of the onsite audit), the NORMA Group auditor will brief supplier about audit findings. A completed audit report may be presented to supplier during closing meeting or may be forwarded via electronic media at later date. A corrective action plan is to be submitted within 14 days from the date of the audit report receipt. A supplier not achieving the minimum score will be developed toward that goal and will be re-evaluated if necessary. Audit results are taken seriously and could affect future and existing business. NORMA's auditors have the right to audit, including but not limited to, our vendors Quality Management System (QMS), Manufacturing Process, Sub- and outside supply quality documentation, IT systems, and Continuous Improvement initiatives. Accordingly, NORMA has the right to visit / audit any subordinate supplier of our vendor of contract.

2.4 *Initial assessment and on-going evaluation*

NORMA Group will assess the qualifications and evaluate the performance of suppliers. The supplier performance rating is part of the criteria for new business decisions as well as continuation of business.

The following are the key areas of assessment and evaluation:

- Quality
- Logistics
- Purchasing

- Growth & Sustainability
- Risk evaluation

Examples of the specific criteria are shown in “E3 Criteria for Supplier Evaluation.” Cross-functional teams within NORMA Group will identify strategic commodities and suppliers and apply the appropriate criteria for 1) adding potential suppliers, 2) awarding new business, 3) monitoring performance, and 4) identifying development requirements.

New or potential suppliers

NORMA Group evaluates and selects new (potential) suppliers on their ability to meet customer requirements. Each NORMA Group facility will create and maintain an Approved Supplier List. None production materials, services, etc. that have high impact quality (as determined by each division) of the product are purchased from any suppliers unless supplier is on the Approved Supplier List. Each NORMA Group Division determines the methods for assessment and how additions are made to the Approved Supplier List. These may include:

- IATF 16949 and/or ISO 9001 third party registration.
- NORMA Group Supplier Self-Assessment Questionnaire.
- On-site initial Process Audit conducted by the supplier quality contact or NORMA Group representative. The audit formats are VDA 6.3 but may vary for domestic and international suppliers. (NORMA Group will accept second party audit results, i.e. from Ford, General Motors, Chrysler, Nissan, and VW).

New business awards

The ability to meet project and product specific requirements is assessed by a cross-functional team, including quality, purchasing and manufacturing during the APQP (advance product quality planning) process.

Supplier performance monitoring

Ongoing evaluations are based on performance to NORMA Group and customer cost, quality, delivery and service requirements. Strategic suppliers will be rated on key performance criteria.

In case of insufficient performance, the supplier will work on corrective actions and will introduce them. The supplier rating is part of the criteria for new business decisions as well as continuation of business.

Supplier development

NORMA Group will use the supplier assessments and ratings to determine supplier development requirements, based on quality performance and the importance of the product supplied.

3 *Quality of the deliveries and performances of the supplier*

The deliveries and performances to be rendered by the supplier must comply exactly with the drawing, technical specifications, packaging and shipping regulations as well as other requirements from the order and call for delivery. If not otherwise agreed material deliveries needs to be accompanied by a certificate 3.1 according to EN 10204.

The supplier has a duty to inform NORMA Group immediately if the documents provided, e.g. test

schedules, drawings or specifications are not comprehensible or appear to be deficient or incomplete in any way.

NORMA Group expects to receive defect free products from suppliers. As an interim target, a max monthly 25 ppm is expected for suppliers delivering components and/or providing outside services. For the suppliers delivering materials (coils, granulate) the quality target is max 1 complaint per 6 month period. This applies as long as no individual agreement has been made.

4 Quality assurance of ingoing materials

The quality assurance at the supplier must be sufficiently reliable to ensure that the materials procured from its sub-supplier will only be processed or machined if it has been ascertained that they meet the technical requirements to be complied with by the supplier. In cases where NORMA's vendor procures sub-supply material under a directed buy, leveraged contract (vendor established supply using NORMA preferred supplier to obtain preferential pricing) or other indirect means, said vendor is not excused from complete business responsibility (legal, financial, quality).

5 Serial production release

By presenting initial samples, the supplier proves capability without any restrictions to ensure the contractually and legally compliant execution of products under series conditions. Before the first delivery from series tools is made, initial samples for the release of both the production process and the products must be provided.

5.1 Initial sampling / requalification (applicable for EMEA and APAC)

The production process and the products release (PPF) must have been completely manufactured with series standard means of operation and under series conditions, and they must have been carefully checked with regard to all quality features. Together with the samples, the supplier must submit all test results determined and recorded in the form of PPF / PPAP reports. Together with the request for initial sampling NORMA Group will inform the supplier with regard to the minimum level of the PPF according VDA 2 or level of the PPAP that is required. As a standard NORMA Group expects to receive Level 2 for PPF or Level 3 for PPAP. Features that cannot be tested by the supplier must be proven either by a works test certificate or an acceptance test certificate B according to EN 10204 2.3 or 3.1. For series release testing, at least 10 free initial samples per tool, mould nest, or production process must be presented. The initial sample deliveries must be specially and clearly marked as initial samples. A series delivery should only be started up after a release in writing has been obtained from NORMA Group. The supplier must keep a released sample as well as the initial test results.

Extra costs, which occur due to delayed initial sampling, rejected PPF's/PPAP's or initial samples not reflecting the actual serial production status will be charged to the supplier.

5.2 Production Part Approval Process/PPAP (applicable for Americas)

All suppliers of raw materials, components, and services that are used in the manufacturing of NORMA Group products are required to submit PPAP, pass NORMA line engineering trials, successfully complete lab testing, and achieve NORMA customer approval and receive approval prior to beginning production shipments. The approval process varies depending on the commodity and NORMA Group location. See addendums in the back of the book for specific NORMA Group divisional requirements.

Suppliers shall comply with the IATF 16949 section referring to Product Approval Process and the latest edition of the Production Part Approval Process Reference Manual published by AIAG. NORMA Group Engineering, Product development and/or Quality Engineering may modify these requirements. The default level for all submissions is Level – 3 along with 300 production samples (unless otherwise noted by the issuing NORMA Group division.). Note: For an overseas supplier outside the U.S, refer to addendum in the back for NORMA Group - Americas International. Any specific item(s) that does not meet specification must be clearly defined on PSW with an action plan.

It is the supplier's responsibility to insure that sample submission dates are achieved and that samples submitted meet all specified requirements. Part approval is a vital part of the customer-supplier relationship and should not be jeopardized through poor communication. Any anticipated changes or delays in the agreed upon sample submission date must be communicated in writing to the assigned buyer and/or supplier quality contact as soon as any potential problem is perceived by the supplier.

When required, the sample submission request will appear on the purchase order. The Purchase order specifies PPAP Level documentation along with sample quantity to be submitted and the due date. In all cases, a signed PSW (Part Submission Warrant) must be submitted for approval. Yearly requalification is required as defined in the Control Plan submitted for PPAP.

5.3 *General note for PPF/PPAP and serial deliveries*

All supplier documentation must be less than one year old (with the exception of the Design Record) at the time of submission to the end user.

IMDS reporting is mandatory and a substantial part of the PPF/PPAP reporting.

Conformance to REACH, RoHS, Conflict Mineral Compliance Reporting and the Dodd-Frank Act is requested.

Radioactivity of materials is not allowed to exceed statutory limits.

NORMA purchase will request confirmation from the suppliers as necessary.

Yearly requalification is required as defined in the Control Plan submitted and approved for PPF/PPAP.

5.4 Supplier change request

In case of an intended change initiated by the supplier a formal request (annex E4) together with a quality confirmation plan and a schedule has to be sent by the supplier to his purchase and quality contact at NORMA. This is mandatory, if the following applies:

- in the case of process changes
- if there is a change in the product (modification of the technical documentation)
- if new, stored or refurbished tools and production facilities are used
- before any series use in the case of material changes
- after moving the production site

The change request has to be done minimum 6 month before the intended change. NORMA Group will

check, decide and come back to the supplier in writing. In any case a supplier intended change can only be made, if the supplier has received an approval for the change from NORMA Group, has provided new initial samples and has received the release for the PPF/PPAP. Deliveries of parts in the modified condition received by NORMA Group before the final release by NORMA are judged as nonconforming. Related costs will be charged to the supplier.

6 Test devices, monitoring test devices

6.1 Test devices

In order to provide for a conscientious and reasonable production monitoring, the supplier will provide a sufficient number of test devices and monitoring facilities (any facility performing self-calibration or outside services requires NIST ISO17025 lab, or NORMA waiver) in accordance with the requirements from paragraph 3. The equipment with standard test devices lies within the responsibility of the supplier. Procurement and use of parts-related special test devices must be agreed separately on each occasion, to the extent necessary.

6.2 Monitoring test devices

All test devices, including any test devices provided by NORMA Group, are subject to test device monitoring by the supplier. In the event of recognizable or obvious damage or deviations, this test device must not be used any more until its proper functional capability has been restored. The supplier will inform NORMA Group immediately about any damage or deviations found, and submit to NORMA Group a risk assessment showing what influence the findings have on parts already delivered to NORMA Group. The test devices used by the supplier must be checked for their functional capability at defined regular intervals and calibrated and kept in a proper condition. All test devices whose monitoring period has expired are not permissible for any further use.

7 Series monitoring of the supplier

- The supplier has to control his processes by Poka Yoke's, 100% automated inspection and/or statistical process control (SPC). This is in particular a demand for special characteristics. The records must be effected such that any changes in the production process are detected in good time and appropriate corrective measures for defect avoidance can be initiated. If the products supplied to NORMA Group are manufactured in a non-capable process ($C_{pk} < 1.33$), then a 100% test must subsequently be carried out.
- If the supplier finds, during series monitoring, that the sample contains defective parts, then he must interrupt the production process immediately and correct the same. The parts produced since the last OK check must be 100% sorted out. If the delimitation of the defect quantity shows that defective parts have or may already have been delivered, then NORMA Group must be informed immediately.

8 Means of storage and transportation, delivery

The supplier ensures during the entire production process that such means of storage and transportation are used that any damage, soiling, and quality-reducing influences are excluded. The same applies to the transportation of the parts from the supplier to NORMA Group; the supplier must establish a process such that any damage, corrosion, exceeding the allowable storage time and other detrimental effects

are excluded. If there is a parts-related packaging instruction, the supplier must deliver exclusively in the packaging released by NORMA Group.

9 *Marking the parts, traceability*

By suitable marking (e.g. manufacturer's mark, time of manufacture, place of manufacture of the parts), or, if this is not possible, by any other suitable means, the supplier will ensure that the delivered products delivered can be clearly identified. Each means of packaging must be labelled by means of a label according to VDA 4902 which contains the following minimum information: NORMA Group part number, batch / traceability number, delivery note number, quantity, supplier number. If a fault is detected, traceability must be ensured to such an extent that possible additional defective parts can be clearly identified.

10 *Incoming goods*

10.1 *Inspection, notice of defects, complaint*

Delivered series products are subject by NORMA Group® only to an identity / quantity check and sample checking for openly recognizable transport damage. Any defects found will be reported to the supplier immediately upon arrival of the goods at the recipient office. Any hidden defects that can only be detected during the manufacturing process at NORMA Group are reported to the supplier after discovery. To this extent, the supplier waives the right to the objection of the late notice of defects.

Any parts subject to complaint will be returned to the supplier to the fullest extent. He undertakes to analyse any deviation from the series delivery released or the specification, and to report to NORMA Group by means of an 8D Report in the very short term (first response within 1 working day, full report within 10 days at the latest) the cause of any such deviation, any defect removal and preventive measures initiated as well as their effectiveness.

If due to delivery of parts not complying with the specification, there should be risk of production downtimes at NORMA Group® or NORMA Group customers, the supplier must, in agreement with NORMA Group, use suitable immediate measures to remedy the situation (replacement delivery, sorting work, reworking, special shifts, express transportation, etc.). Costs due to parts/materials not being to specification will be charged to the supplier.

The supplier will receive a report with respect to each complaint regarding non-compliance with contractual specifications, irrespective of whether this is due to defective delivery or the non-compliance with scheduled dates or similar.

10.2 *Standard supplier chargeback guidelines*

Principle

- The debit process does not inhibit containment and resolution of concerns.
- Protects NORMA Group from off-standard cost when a concern is not the responsibility of NORMA Group.
- The party deemed responsible for a concern deserves the opportunity to review the concern and accept or dispute responsibility.
- NORMA reserves the right to charge back our suppliers even in such cases as the vendor making an

unapproved process change (even if end product conforms)

Policy

The following are prerequisites to a supplier debit:

- Supplier is formally notified of a concern either by phone, fax, E-mail, or Postal Service. In addition, samples or photos are forwarded along with the appropriate reject documents, as available. .
- Supplier responsibility is determined by:
 - Supplier acceptance of concern responsibility, or
 - No written response by the supplier within 5 business days after receiving samples, and/or
 - The NORMA Group MRB (Material Review Board), consisting representatives from but not limited to Purchasing, Quality, Production, Engineering, and Management departments, etc.
- The terms of the debits for nonconforming quality type reject notifications are:
 - Any and all NORMA Group customer charges incurred as a result of suppliers' nonconforming product.
 - Chargeback may include, but not limited to, sort at customer, sort at NORMA Group, sort via third party, fall off pieces, count discrepancies, scrap, customer chargeback, travel expenses, administration fee, shipping/handling fees (including premium shipment), etc.
 - A minimum \$30.00 per man-hour charge for sort and rework time if performed at the NORMA Group division. This may be higher at some NORMA Group divisions.
 - Any and all line stoppages based on both man-hour and machine idle time. (Note: Charges will be determined through NORMA Group accounting, production and/or customer charges.)
 - Damage to tools/machines caused by the defective material.
 - Chargeback's are typically transacted as a debit against open invoices.
- The terms of the debits for receiving discrepancies (non-quality) are:
 - (Note: A reject report may not be issued in the event of receiving discrepancies. However, the supplier will be notified via written communication.)
 - Packing slip discrepancies or no packing slip submitted with the shipment.
 - Bar code label error or label not supplied per NORMA Group requirements.
 - Incorrectly labelled containers – label vs. actual container content.
 - Material shipped in a manner other than FIFO.
 - Certificate of Compliance/Analysis missing with shipment when required

Debits for charges incurred will be made in the currency specified on the Purchase Order and shall equal the above amounts in local currency of the NORMA Group plant receiving the material.

If a supplier is required to provide replacement parts because of a supplier-responsible quality issue, the material is to be shipped at the supplier's expense. At the NORMA Group buyer's discretion, the material could be required to ship by airfreight.

Appeal Process: Supplier may appeal the debit/chargeback within 15 days in writing to the appropriate NORMA Group contact(s) detailing reason for the appeal and rationale to support it. At the discretion of the Plant Manager, Purchasing and Supplier Quality contact, which may also be involved in the investigation, assessment and final disposition of the appeal findings are made. The NORMA Group facility will respond to the supplier in writing within 30 days of the appeal.

11 *Documentation*

All documentation prepared by the supplier within the framework of their quality assurance system, as well as the documents handed over to them, must be kept in a safe and secure place by the supplier for a period of 15 years, calculated from the date that the relevant parts cease to be produced. This also applies to documents that were prepared in accompaniment of the process (test schedules, measured values, test results). In the case of safety-relevant (D-part) products the supplier undertakes to keep the documentation in a safe place (fire / water protection) for 30 years.

12 *Audit*

Following prior announcement, NORMA Group shall be entitled at any time during normal business hours to access the business and production premises of the supplier, in order to carry out an audit with its own employees, customers and / or officers.

13 *Supplier product liability and contact*

The supplier has defined a person for product safety, who is member of the management and has been externally trained in product liability. Notification to NORMA Group has to be made in writing about the contact data. Similar resource shall be available to answer any NORMA communication (email, phone, fax, instant message or other) within one business day, and in emergency cases escalation within the same day to the supplier's senior management for heightened decision making.

14 *Resource Capabilities*

Following the requirements of IATF 16949 the supplier shall put into formal process (include record keeping of execution):

- list of job competencies: establish functional requisites for proper work performance, focusing on employees impacting directly/ indirectly conformance to product requirements
- training: provide development opportunities to ensure appropriate competency levels are achieved
- evaluate: run effectiveness checks of task execution after the post-trained employees are deployed to carry out work.

15 *Workplace Organizational Method (5S)*

All NORMA vendors are expected to maintain their premises in a state of order, cleanliness and repair, consistent with the product and manufacturing process needs. NORMA reserves the right to perform a 5S audit to assure this requirement is met.

16 *Job Set-up Verification*

Job set-ups shall be verified whenever initial job run, material changeover, job change or any modification to production process (changes in input material lot, die, shift, etc.). Work instructions shall be available for set-up personnel, who shall subsequently use statistical methods for verification. The resulting data collected from these checks must be stored, and reviewed to seek out patterns or trends driving towards conformance thresholds.

17 *Non-Discrimination and Business Conduct*

Please reference, review and agree to NORMA Group Purchasing Supplier Code of Conduct, found in the NORMA eSourcing Platform.

18 *Continuous Improvement*

Supplier shall develop a running continual improvement plan, approved by their upper management and agreed with NORMA Purchasing and Quality teams. It must establish improvement goals, implementation dates and responsible personnel. This requires the existence of system(s) to identify and monitor costs for products manufactured, and materials and outside processes purchased for the manufacture of NORMA input materials.

NORMA supplier continuous improvement targets must reach beyond classic QCD, expanding at least to S-QCDDM:

- a. Safety – employee health
- b. Quality – product conformance
- c. Cost – increased efficiencies driving financial performance up
- d. Delivery – improved logistical condition
- e. Development – enhanced ability to support new program launch, R&D, and future new products
- f. Man – employee training and development

ultimately to assist in offsetting NORMA's economic / OEM price reduction programs. In all, suppliers are expected to facilitate formal cost reduction reviews with NORMA management, to establish the basis for annual productivity offerings.

E Annex

E1: Table of NORMA Group Standard Forms

Form Name	Usage	Locate Form At	Link (as applicable)
Logistics Interface Agreements	Captures key logistics information	NORMA Group Manufacturing location; initiated by plant Materials	

Logistics Interface Agreements with Supplier / Customer

		Date:	
Supplier's Name:		Supplier Number:	
Contact person on supplier's side:		Email / Phone:	
Contact person Dispo / Logistics:		Email / Phone:	

		Date:	
Customer's Name:		Customer Number:	
Contact person on customer's side:		Email / Phone:	
Contact person Dispo / Logistics:		Email / Phone:	

Contact language		
<input type="checkbox"/> English	<input type="checkbox"/> German	
	<input type="checkbox"/> other:	
Remarks:	German only in Germany; local language in all other plants	

Incoterms		
<input type="checkbox"/> FCA	<input type="checkbox"/> CIF / CIP	
	<input type="checkbox"/> other:	
Remarks:	For outside EU and for oversea shipments: CIF or DAT (e.g. Port Hamburg) (never: Ex Works; FCA is correct)	

Place / Time of collection/delivery	
In case of collection by customer	
Place of collection:	
Time of collection:	

Transit time (arrival date minus collection time):	
In case of special transport journeys	
Place of delivery at customer:	
Arrival times at customer:	
Remarks:	(individual arrangements)

Forwarding agent			
Standard mode of transportation			
<input type="checkbox"/> Seafreight	<input type="checkbox"/> Airfreight	<input type="checkbox"/> Landfreight	<input type="checkbox"/> Parcel Service
		<input type="checkbox"/> Express	
Standard forwarding agent			
<input type="checkbox"/> Kühne + Nagel	<input type="checkbox"/> DSV	<input type="checkbox"/> DHL	
		<input type="checkbox"/> other:	
Contact person / data at the forwarder:			
Customer Number (at TNT, UPS, DHL etc.):			
Availability of supplier			
Office hours:			
Emergency contact person / data:			
Remarks:			

Customs handling	
Specific characteristics:	
Remarks: (see Incoterms – relevant for outside EU)	

Special packaging demands		
<input type="checkbox"/> Norma "i"-Boxes (standard)	<input type="checkbox"/> Norma VPE (standard)	<input type="checkbox"/> KLT:
		<input type="checkbox"/> other:
Packaging of delivery	<input type="checkbox"/> Euro pallet	<input type="checkbox"/> non returnable pallet
		<input type="checkbox"/> other:
Remarks:	Standard: EURO pallet sizes with max 1m height	

Regulations for container account adjustments (KLT)	
Remarks:	

Agreed response times / lead times / frozen zones	
Response times:	2 days for order confirmations
Lead times for supply:	Recommended: 2 weeks plus transit Max.: 4 weeks + transit
Frozen zones:	
Remarks:	Lead times are supported by our forecasts (+/- 20%), if required

Special demands concerning documents and labels / designation			
Documents			
<input type="checkbox"/> No	<input type="checkbox"/> Yes	If yes, which?	
Labels			
<input type="checkbox"/> No	<input type="checkbox"/> Yes	If yes, which?	VDA standard
Remarks:			

Invoicing				
<input type="checkbox"/> EDI	<input type="checkbox"/> Paper bill			
Invoice currency:	<input type="checkbox"/> EUR	<input type="checkbox"/> USD	<input type="checkbox"/> SEK	<input type="checkbox"/> PLN
	<input type="checkbox"/> GBP	<input type="checkbox"/> CZK	<input type="checkbox"/> other:	
Remarks:				

Flow of information		
<input type="checkbox"/> EDI	For which documents?	
<input type="checkbox"/> mandatory use of supplier/customer portals	Which portal? Details for access:	
<input type="checkbox"/> other:		
Remarks:		

Lot sizes / MOQ for deliveries	
Required for purchasing components:	
1. 2-weeks demands, based on quantity given in RFQ of our OEM customer ⇔ standard price!!!	
2. 100 pcs for start-up and EOP	
Remarks:	target: weekly deliveries (call-offs), if delivery ≤ 2000 € ⇒ every other week / worst case: monthly If not possible: consignment inventory

Agreed (rolling) forecast		
Period of forecast:		months, exact to the: <input type="checkbox"/> month <input type="checkbox"/> week <input type="checkbox"/> day
Period of material release:		months, exact to the: <input type="checkbox"/> month <input type="checkbox"/> week <input type="checkbox"/> day
Period of production release:		months, exact to the: <input type="checkbox"/> month <input type="checkbox"/> week <input type="checkbox"/> day
Remarks:	(tolerance +/- 20%); (we will give forecast for 3 months (max. 6 months) with monthly figures, if supplier asks for it.	

Special stock agreements (agreed by contract; safety stock, consignment)		
<input type="checkbox"/> No	<input type="checkbox"/> Yes	
	If yes, which?	Consignment stock
Remarks:	If no consignment: supplier always hold stock for 1 or 2 weeks demand for us, which are immediately available.	

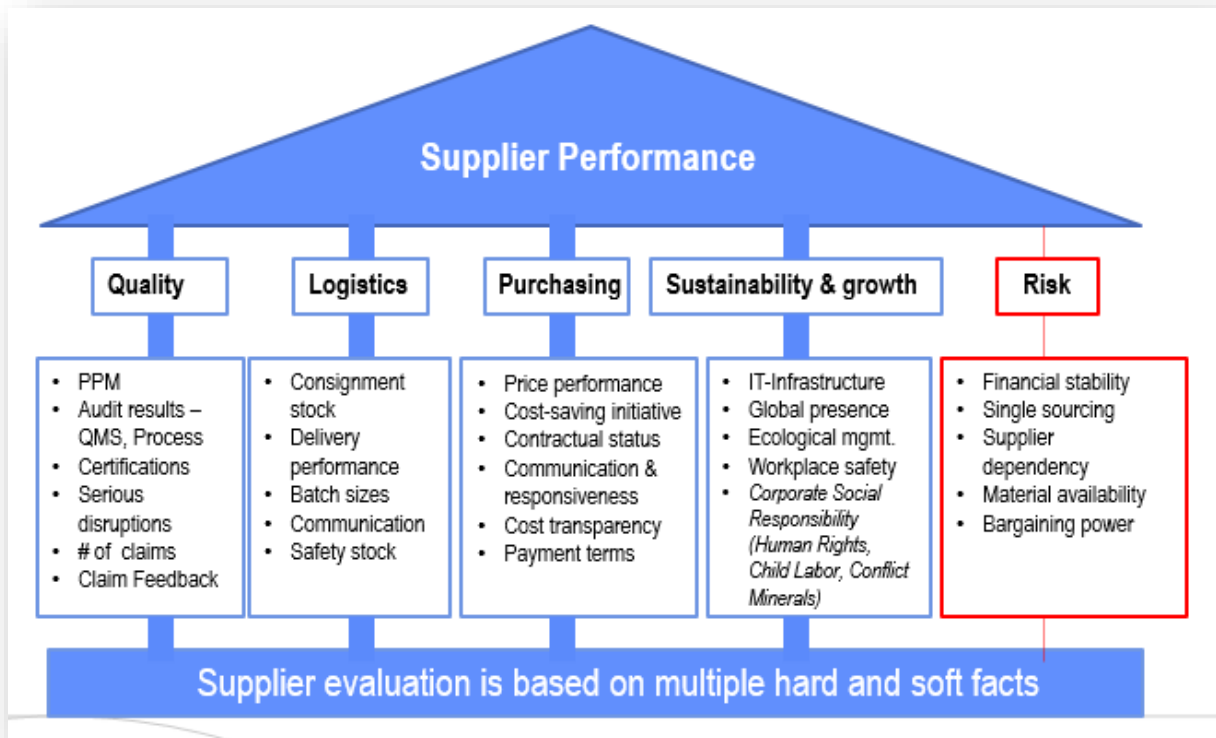
Tolerances in over / under deliveries	
Tolerance in over delivery	0 %
Tolerance in under delivery	0 %
Remarks:	

Others	
Remarks:	

E2: Contacts

Local NORMA Group purchasing department or Supply Chain Management.

E3: Criteria for supplier evaluation



E4: Supplier change request

SUPPLIER CHANGE REQUEST (SCR)			
Supplier Information		Process/Product/Design change ("x" all applicable)	
Originator/Date:		1	Design Change
Supplier Name:		2	Die/Mold Change
Supplier Contact:		3	Test/Inspection Method Change
Proposed SP Ship Date:		4	Jig/Tool Change
Phone:		5	Machine Change
E mail:		6	Manufacturing Method Change
Part Information		7	Manufacturing Process Change
Supplier Part Number(s):		8	Material Change
Supplier Drawing Number/Rev.:		9	Sub-supplier Change
Part name (NORMA):		10	Drawing change
Part number(s) (NORMA):		11	Packaging changes
Documentation change needed (check all applicable)		12	New production layout
Control Plan		13	Manufacturing Site Change
PFMEA			
Process Flow Chart			
Operating Instructions			
Change description			
What is the proposed change?			
What is the reason?			
If this is an emergency, please explain.			
Potential Risk(s) associated with change			
Current (show picture or sketch)		Proposed Change (show picture or sketch)	
NOTE: Change is NOT to be shipped for serial production until the supplier has received an APPROVED PSW			
NORMA PPAP Requirements ("x" all applicable)			
MOC	Control Plan	Part Submission Worksheet (PSW)	
Engineering Change documents	MIS Studies	PPAP subcomponents	
Customer Engineering Approval	Dimensional Results & Marked Drawing		
Design FMEA	Material / Performance Test results		
Process Flow Diagram	SPC		
Process FMEA	Sample Parts		
Additional or other requirements:			
Norma Product Engineering to Complete (answer Yes, No, N/A or enter text)			
Is a drawing update required?	<input type="checkbox"/>	Comments:	
NORMA Approvals (depending on the type of change additional approvals may be needed and will be added to the list)			
	Date	Approval (sign)	Comment
Product Development Team leader			
Relevant Quality responsible person or Supplier Quality Engineer			
Assigned SCR Number:			
NORMA relevant Quality responsible person or Supplier Quality Engineer to complete (answer Yes, No, N/A or enter text)			
<input type="checkbox"/> SCR is approved		<input type="checkbox"/> Are samples of changed parts required (Yes, No)?	
<input type="checkbox"/> SCR is approved with conditions (see below)		<input type="checkbox"/> Is a PPAP submission required (Yes, No)?	
<input type="checkbox"/> SCR is rejected (see below)		<input type="checkbox"/> PPAP level (enter 1, 2, 3, 4, 5)	
		<input type="checkbox"/> Is a run at rate capability study required (Yes, No)?	
Comments:			
1. Any parts received before NORMA PPAP approval are judged as non-conforming and will be charged back to the supplier.			

To locate the file in Excel format please copy the following link into your browser:
http://normagroup.com/norma.nsf/id/Downloads-Terms-Conditions_EN

Version Control

Version	Date	Author	Comments
4	11. April 2010	Georg Mesch	Plant Manager Germany updated Plant Manager China updated
	13.9.2010	Georg Mesch	NORMA Polska updated and DSV Polska added

Version	Date	Author	Comments	
5	27.1.2011	Georg Mesch	Annex 5 and 11 : Sea freight : K+N ; Breeze out in address list ; Indien geändert	
6	1.4.2011	Sabine Biewer	Quality Director added ; NORMA Group Czech updated	
7	6.5.2011	Sabine Biewer	Address NORMA Serbia added	
8	23.5.2011	Sabine Biewer	Site addresses removed	
9	29.6.2011	G Mesch	Part for QM added Section « B » - deleted last sentence which was the reference to the QS-assurance agreement	
10	6.9.2011	Sabine Biewer	B NORMA Germany GmbH changed to NORMA Group B 3.3 PPS system changed to ERP system B 4.4 'in German law' added to § 286 BGB C 1.2 EDP changed to EDI C 3.1 Chapter on label generator removed	
11	30.01.2012	Sabine Biewer	Director Logistics/Quality changed to Vice President 3.1 Production times regulation removed 4.4 Reference to §286 BGB removed E Appendices substituted by 'Interface Agreement to Customer' and contact person for Poland removed	
12	24.07.2012	Sabine Biewer	D 13 "in case of two Q3 ratings..." removed D 14 new paragraph "Escalation of Q3 Suppliers" added	
13	01.11.2012	Sabine Biewer	D 5 new paragraph "written approval from NORMA Group" added	
14	29.01.2013	Benno Klier	D 1 addition on quality of purchasing parts/materials D 2 suppliers quality assurance system added D 3 certificate 3.1B according to EN 10204 for material deliveries D 5 paragraph on charges for extra costs due to delayed initial sampling or rejected PPF's/PPAP's or initial samples D 13 criterions and calculation for supplier rating added D 14 paragraph on escalation of C suppliers updated D 15 paragraph on supplier product liability & contact added E 3 criteria for supplier performance rating added	
15	03.09.2013	Sabine Biewer	4 "Regulation (EEC) No. 3351/83" changed to "Council Regulation (EC) No. 1207/2001 of 11 June 2001"	
16	20.JAN.2014	Group Review	Cover	Added Norma Group VP Purchasing
			D 2, 5	Incorporation of NORMA Group Americas Quality Requirements
			D 2.2	Low impact defined based on FMEA Severity
			D 3	PPM performance
			B 7, D 2, D 13	Incorporated supplier ratings (was D13), clarified assessment, i.e. evaluation and ratings
			B 6	Health and Safety Requirement Added
C 5.2	Wood Materials Requirement Updated			

Version	Date	Author	Comments	
			D 2.4	Eliminated Grandfathering on Quality Systems Requirement
			D 5.1	Yearly requalification to be documented in Control Plan in PPF/PPAP submission
			B 5	Concept in case of emergency emphasized
			All	Formatting, fonts, numbering, heading, spacing, pronouns standardized. Single column format.
			E 1	Replaced form with table
			E 3	Formatting and criteria updated
17	14.07.2014	Group Review	B 3	Disposition process and safety stock updated
			C 1.2	Supplier portal added
			C 2	Transport handling updated
			C 3	Delivery note updated
			C 4	Origin of goods and preferences updated
			E 1	Logistics Interface Agreement added
			E 2	Contacts NORMA Group
			D 2.4	Wording changed
			D 5.1	Yearly Requalification to D 5.3
			D 5.3	IMDS, REACH, Dodd-Frank, etc. demand added
18	23.07.2015	Markus Wipfler		Name of document changed
			C 5.1	Single carton weight 33 pound/ 15 kg amended
19	11.11.2015	Daniel Levine	B 7	vendors have systems for assessing their suppliers
			D 2	when TS/ ISO/ OHSAS not in place, suppliers must apply for NORMA's waiver
				edit opening to state: "... by accredited 3rd party..."
			D 2.1	edit opening to state... "(... 15 (welding), 23 (molding))..."
				in cases where CQI not in place, NORMA's suppliers must formally apply for waiver
			D 2.3	edit opening to state "... and including the supplier's self-survey (submitted to NORMA in advance of onsite audit),...."
				NORMA has right to audit the vendors QMS, Manufacturing, Sub- / outside supply, IT, Continuous Improvement. NORMA has right to visit any subordinate supplier of our vendors.
			D 4	where vendor procures material under directed buy, leveraged contract or other, vendor not excused from business responsibility
			D 5.2	edit opening to state "..., pass line engineering trials, successfully complete lab testing, and achieve customer approval...."
			D 5.3	edit second sentence to "..., RoHS, Conflict Mineral Compliance Reporting"

Version	Date	Author	Comments	
			D 6.1	edit opening to state "... (any facility performing self-calibration or outside services requires NIST ISO17025 lab, or NORMA waiver) ..."
			D 10.1	supplier shall have a system to qualify an Approved Vendor list, and incoming inspection for production conformity. use of NORMA referred sources does not relieve Supplier of ensuring the quality."
			D 10.2	- "NORMA reserves right to charge back suppliers even when vendor making unapproved change"
			D 13	resource shall be available to answer NORMA communication within 1 business day, in emergency cases escalation
			new (D 14)	<u>Resource Capabilities</u> Following requirements of ISO/ TS supplier shall put into process: <ul style="list-style-type: none"> ● list of job competencies: ● training: ● evaluate:
			new (D 15)	<u>Workplace Organizational Method (5S)</u> NORMA vendors expected to maintain premises in order, cleanliness and repair. NORMA reserves the right to perform a 5S audit
			new (D 16)	<u>Job Set-up Verification</u> Job set-ups verified when initial job run, material changer, job change, modification to production process. Work instructions available for set-up, use statistical verification. The data from these checks stored, reviewed to seek out patterns.
			new (D 17)	<u>Non-Discrimination and Business Conduct</u> reference Supplier Code of Conduct
			new (D 18)	<u>Continuous Improvement</u> Supplier continual improvement plan, establish improvement goals, implementation dates and responsible personnel. This requires systems to monitor costs in the manufacture of NORMA input materials. Suppliers target must be process, quality and annual cost reduction, ultimately to assist in offsetting NORMA's economic reduction programs.
20	09.03.2016	Benno Klier	D 5	modified
			D 5.1	modified
			new (D 5.4)	Supplier change request
			new (E 4)	Supplier change request form
21	08.02.2018	Claus Hartig	C 3.1	Goods label: Added VDA4994
			Frontpage	Vice President Quality changed to Simon McMahon
22	26.09.2018	Diana Perez /Kris Matusiewicz	All	Replaced ISO 16949 with IATF 16949 across the document based on new Quality requirements.