


<b>Global Supplier Standards Manual – Quality</b>			
<b>Proprietary and Confidential</b>	<b>PSOS-ST-012</b>	<b>Page 1 of 16</b>	

<b>Revision</b>	<b>Release Date</b>	<b>Description of Changes</b>
1.0	1-Jul-2025	<ul style="list-style-type: none"> <li>Initial BOS release</li> </ul>

<b>Prepared</b>	<b>Approved</b>	<b>Released</b>
<b>Process Leader</b>	<b>Process Champion</b>	<b>BOS Team</b>
Brian Tyler	Addam Wierbicki	Harshit Singh Christa Schapka
Approval records maintained by BOS Team		

## 1.0 Purpose

This standard communicates Performance Seats minimum set of requirements to the suppliers. It is the expectation of Performance Seats that all suppliers - Direct and Indirect, Supply Chain and Tooling, Machinery & Equipment - comply with all the requirements and expectations documented in the Global Supplier Standards Manual (GSSM).

## 2.0 Scope

This standard applies to all Performance Seats 3<sup>rd</sup> party suppliers.

## 3.0 Responsibility

All external suppliers (Direct and Indirect, Supply Chain and Tooling, Machinery & Equipment Suppliers) are expected to comply with all requirements and expectations documented in the GSSM.

Suppliers are responsible for reviewing new and revised Performance Seats Requirements including Customer Requirements and determining the impact on their Quality Systems and promoting awareness of the GSSM at their locations

Each Direct and Indirect, Supply Chain and Tooling, Machinery & Equipment Supplier is expected to comply with all requirements and expectations documented in Performance Seats's Global Supplier Standards.

## 4.0 Standard

4.1 Quality Expectations Scope: All suppliers shipping to Performance Seats plants are expected to meet the zero-defect quality expectations set forth in this section. Please contact your Performance Seats Quality contact for questions on any topics covered in this section.

4.2 Quality Expectations General: A solid systems approach to quality management is essential to achieve the level of quality integrity required by today's demanding customers. Such an approach yields many benefits:

- A Common Platform for Quality Management
- Improved Communication due to Shared Systems
- Common Format for Training
- Systematic Change Control

Performance Seats requires Direct suppliers to be certified to the current version of IATF 16949:2016 and are encouraged to have certifications to ISO 14001 and ISO 45001. Suppliers who have not achieved certification to IATF 16949 must have, at a minimum, a certification to ISO 9001:2015 and a formal plan to demonstrate compliance to IATF 16949. Suppliers are required to maintain updated copies of all certifications (ISO 9001:2015, IATF 16949, ISO14001 and ISO 45001) and notify the Performance Seats Quality Manager within 10 working days of any changes to their certification status.

Master files are stored electronically and are available to all team members.

Printed copies of the master files are for reference only.

	Quality System Registration	Environmental Management Registration
Direct Material Suppliers	IATF16949:2016	ISO 14001
Indirect Material Suppliers	ISO 9001	ISO 14001

Any deviation to this must be approved in writing by Performance Seats Purchasing and Supplier Development.

Failure to submit certificates or valid transition timelines will have a negative impact on the supplier's scorecard and may jeopardize future business.

Performance Seats may verify the supplier manufacturing location for compliance to these standards by performing an audit by a qualified representative at any time.

4.2.1 If a specific manufacturing or supporting process is applied, the supplier must meet the requirements of the corresponding AIAG CQI Standard.

- 4.3 Supplier Assessment Survey (SAS): For a company to be included in the Performance Seats approved supplier list for all direct material, an IATF 16949:2016 certification is required, or as a minimum, certification to ISO 9001:2015. Furthermore, an SAS, or equivalent audit, as Process Audit VDA 6.3 could be held on site supplier location and must be completed prior any approval for approved supplier list. This must be done before a purchase order is given or at any other time. Performance Seats may also perform similar audits at regular intervals or instruct the supplier to complete a self-assessment. The purpose of the SAS is to review the supplier's procedures and processes to ensure they meet Performance Seats requirements and any customer specific requirements.

Significant nonconformance(s) relative to Performance Seats expectations shall result in a supplier not being considered for Performance Seats Business. Suppliers of certain Performance Seats divisions may be required to submit an annual self-assessment.

The SAS template is located on the Performance Seats supplier portal.

- 4.4 Advanced Product Quality Planning: APQP is the industry standard, with reference to AIAG and VDA used when new products are introduced into the automotive market to monitor launch activities for all suppliers.


All parts require APQP tracking unless otherwise notified in writing by the assigned Performance Seats Quality Engineer. Program kick-off meetings are often held to further communicate launch requirements. The Quality Engineer/Program Manager are the main APQP contacts throughout the launch.

Performance Seats has developed a common global Program Management System (PROMS) which provides a consistent APQP process. Suppliers may also be required to meet unique customer specific requirements and/or provide related documents. Specific Requirements must be agreed in the statement of work.

All pre-production parts must be marked / labeled as pre-production or sample parts and with the Performance Seats part number and revision level as indicated on the CAD model and / or drawing.

Pre-production parts that are shipped without proper identification as stated above may be returned at the supplier's expense.

It is expected that suppliers are conducting the APQP process with their sub-tier supply base. Verification can be requested at any time.

<b>Global Supplier Standards Manual – Quality</b>			
<b>Proprietary and Confidential</b>	<b>PSOS-ST-012</b>	<b>Page 3 of 16</b>	

#### 4.5 Process Sign-Off (PSO)

- 4.5.1 Process Sign-Off Introduction: PSO is an in-depth review of all processing facets associated with the manufacture of products purchased by Performance Seats. The PSO process is a cross- functional evaluation of a supplier's readiness to produce product at a specified volume to the physical launch of a program at Performance Seats.

The PSO is a method to verify that a supplier's advanced quality planning processes have been successfully executed and that the production processes are capable of producing quality parts in sufficient quantity for production.

- 4.5.2 Process Sign-Off Expectations: The PSO review covers both the process documentation and the actual process. By establishing the documentation as evidence of the intended process and then reviewing the actual process running at production rate Performance Seats acquires a first- hand understanding of the supplier's production readiness. Performance Seats uses this PSO process as a tool to assure our customers that our suppliers meet all requirements.

Detailed timing, including the PSO requirements, for each program will be provided in the Supplier Statement of Work (SSOW) and/or by the Performance Seats Supplier Advanced Quality Engineer.

A PSO is required to be performed on all new or modified parts, parts or equipment that has been out of production > 12 months or parts with historically high Warranty or quality problems. Parts that have a high supplier rating as determined by Performance Seats Advanced Quality must have an Performance Seats led PSO. Parts with a low supplier rating must have (at a minimum) a supplier led PSO. Any product or process change that occurs during the lifecycle of a part or system must be reviewed by Performance Seats to determine whether a new PSO is required.

All PSOs must be completed prior to supplying parts for saleable vehicles. Customer specific formats can also be used to assess line speed / capacity verification (e.g., VDA 6.3, 2 Days Production, Run@Rate, etc.).


- 4.5.3 Sub-Supplier PSO: Suppliers shall ensure that sub suppliers have the ability to meet all quality requirements at production rate. All sub-suppliers' control plans shall be audited to ensure compliance.

#### 4.6 Supplier Part Submission Applicability

- 4.6.1 Supplier Part Submission Introduction: Supplier part submission is a documented physical and functional inspection process to verify that defined manufacturing methods are capable of producing an acceptable product as specified by such applicable customer design records as engineering drawings, material or performance specifications, purchase orders, etc. during actual production at a given quoted rate.

Performance Seats utilizes common industry practices and forms as outlined in the AIAG Production Part Approval Process manual (latest published version). Suppliers are required to follow these standard practices when submitting PPAP packages for approval. Performance Seats submission requirements also include International Material Data System (IMDS) reporting, regionally accepted equivalent documents (e.g., VDA series) and/or other documentation required by the OEM customer.

Organization	ID	ZIP	City	Country
Performance Seats	219959	48036	Clinton Township	United States

<b>Global Supplier Standards Manual – Quality</b>			
<b>Proprietary and Confidential</b>	<b>PSOS-ST-012</b>	<b>Page 4 of 16</b>	

- 4.6.2 Supplier Part Submission Applicability: Performance Seats suppliers are to prepare and provide part Submission packages (PPAP) for new parts, corrections to previous submissions, engineering changes and/or other planned changes to design, process or facility. Submission and subsequent customer approval is required prior to first saleable production shipment.

Submission process applies to initial production runs using planned manufacturing processes, tooling, equipment, materials, and operators to validate a significant quantity of parts for future use. Prototype parts or parts built using methods different from those intended for the normal production process are not considered to be initial production runs, nor are they subject to part submission requirements (unless specifically communicated by the appropriate Performance Seats quality contact for the program).

Additional details regarding other planned changes and related submission requirements can be found in Supplier Request for Change (4.15).

The submission maybe required using the PPAP data base, as per decision of Performance Seats program team. This applies in general for the annual requalification, if required by the responsible receiving Performance Seats plant.

- 4.6.3 Supplier Part Submission Process: Prior to start of production submission timing requirements are communicated by the designated Quality Engineer or plant / facility Quality Engineer. Requirements may be communicated using the Supplier AQP Workbook and/or a regional supplier part submission requirement form. Following the start of production, packages are reviewed and approved at a plant / facility level.


The supplier is responsible to prepare and submit the part submission package to the designated customer representative for approval, along with the required sample parts and IMDS certification number. Unless otherwise directed by Performance Seats the AIAG Production Part Approval Process (PPAP) Level 3 submission is required for all parts. All parts used for the PSO build or for the production of saleable vehicles must be submitted for customer approval. The Performance Seats representative may choose to validate the submission package content at the supplier's facility. At Performance Seats discretion, a submittal review may also be conducted at a supplier's sub-sources.

The submission package is approved or rejected based on conformance to all requirements. The Performance Seats representative notifies the supplier of disposition and documents status in the submission package. Upon approval, supplier receives authorization to ship parts for production builds from an Performance Seats Materials representative.

Integrate into the submission package a written compliance statement for REACH / SVHC.

If the submission package is rejected, the designated quality representative works with the supplier to resolve any discrepancies and to establish timing for a revised submission. Production shipments cannot begin until part submission approval is received. Performance Seats may choose to issue a Deviation Authorization (DA) if it is necessary to utilize the parts prior to full part submission approval. In such cases, the supplier is required to develop a corrective action plan to address any nonconformances and resubmit the package for approval prior to the DA expiration date. Suppliers are responsible for implementing additional containment measures that protect the customer during period in which the DA is effective.

- 4.6.4 Annual Validation Requirement: Performance Seats suppliers shall complete annual validation in order to demonstrate continued adherence to proper engineering levels and performance to design intent. Revalidation may or may not coincide with model year changes. Only data less than one year old are acceptable for annual validation purposes.

<b>Global Supplier Standards Manual – Quality</b>			
<b>Proprietary and Confidential</b>	<b>PSOS-ST-012</b>	<b>Page 5 of 16</b>	

4.6.5 As a part of Annual Validation Requirement, all suppliers are required to submit a Level – 4 PPAP with the following elements (unless otherwise requested) at no cost to Performance Seats to prevent escalation and potential impact to the supplier scorecard.

- 2 – Engineering Change Documents, if any
- 7 – Control Plan
- 9 – Dimensional Results
- 10 – Material, Performance Test Results
- 11 – Process studies  $P_{pk}$  and  $C_{pk}$
- 17 – Records of Compliance with Customer-specific Requirements
- 18 – Part submission Warrant (PSW completely filled including IMDS information where applicable)

In addition to this level 4 annual validation package the supplier has to provide all PPAP documents based on pre-submitted level 3 within 10 working days upon request from Performance Seats.

Failing to comply with annual validation submission can result in incurring charges to the supplier.

Note: If initial submission to Performance Seats, plc followed VDA requirements then the annual validation can be submitted in the VDA format.

4.6.6 Quality Document Retention: Performance Seats suppliers shall maintain quality records such that they remain retrievable and legible upon request by Performance Seats and subsidiaries. Performance Seats requires record retention duration for “life of program” plus 15 years maximum if not otherwise specified by the customer. Records related to nonconforming product for trend analysis and problem identification shall also be maintained. This requirement also applies to any supplier’s sub-supplier. Additional record retention requirements can be referenced per AIAG or ISO 9001:2015 and/or IATF 16949:2016 (latest editions).


4.6.7 Configuration Control & Lot Traceability: The supplier shall be responsible for controlling / tracking the actual configuration of material or parts to the approved engineering documents in addition to any changes to ensure that the end product meets specified functional and physical requirements as contracted. Additionally, the supplier shall have a robust system in place to provide (upon request) lot or part traceability back to the raw material stock for all material shipped to Performance Seats. This requirement shall also apply to any supplier’s sub-supplier.

4.6.8 OEM & AIAG Supplemental Requirements: In addition to Performance Seats and/or AIAG/VDA requirements, suppliers must also meet all applicable OEM Customer-Specific Requirements and must be able to show records of compliance. Further details can be found on the Performance Seats Supplier Portal or the applicable OEM website(s).

#### 4.7 Measurement System Analysis

4.7.1 Measurement System Analysis Introduction: AIAG’s Measurement System Analysis manual (and applicable Customer Specific Requirements) describes the methodology for ascertaining if the measurement techniques and equipment used are capable of collecting accurate data to drive improvements.

4.7.2 Measurement System Analysis Expectations: It is expected that all Performance Seats suppliers adhere to the methodology described within the AIAG MSA manual (and applicable Customer Specific Requirements). Data and gage performance evaluation are to be gathered and analyzed in accordance with the guidelines noted.

<b>Global Supplier Standards Manual – Quality</b>			
<b>Proprietary and Confidential</b>	<b>PSOS-ST-012</b>	<b>Page 6 of 16</b>	

Documentation as evidence of these evaluations shall be readily available for review and submitted to Performance Seats AIAG PPAP requirements and per any requirements listed.

- 4.7.3 Gage Certification and Calibration: All specific gages or checking fixtures used for Performance Seats product quality shall be dimensionally certified as part of initial PPAP, and evidence of compliance to drawing included within the PPAP package, gages / checking fixtures shall have MSA / gage R&R completed.

All gages or measuring instruments used for controlling Performance Seats product must be calibrated annually unless frequency is higher based on manufacturer's recommendations.

#### 4.8 Statistical Process Control

- 4.8.1 Statistical Process Control Introduction: AIAG's Statistical Process Control manual (and applicable Customer Specific Requirements) describes the methodology for ascertaining if a manufacturing system is consistently producing capable and conforming product.
- 4.8.2 Statistical Process Control Expectations: Performance Seats suppliers are expected to establish the appropriate Statistical Process Controls for the Critical / Significant Characteristics noted on the design record and/or selected during the Suppliers' APQP process (refer to AIAG's Statistical Process Control manual).

##### Critical Characteristics (CC)

Critical Characteristics shall be clearly defined on the design record. Critical Characteristics require the completion of short-term capability studies and on-going production data monitoring (Cpk evaluation) and/or a method of 100% verification per agreed upon Control Plan requirements. Summarized production process performance data shall be maintained by the supplier and made available to Performance Seats personnel upon request.

##### Significant Characteristics (SC)

Significant Characteristics shall be clearly defined on the design record. Significant Characteristics require the completion of short-term capability studies at the beginning of the project, and continual SPC during the lifetime of the project, proving cpk equal or greater than 1.33. Where no significant characteristics have been identified, Performance Seats reserves the right to require demonstration of initial process capability on other characteristics.

##### Inspection Characteristics (IC)

Inspection Characteristics shall be clearly defined on the design record. Inspection Characteristics require the ongoing monitoring and verification as defined on the control plan (measurement, attribute, or variable gauging). Results should be made available to Performance Seats upon request.


SPC studies performed on SCs and CCs for the following Events:

- Before a part goes into production (process potential study – as part of the PPAP and PSO)
- When an engineering change is made that affects an SC and/or CC
- When a major tool maintenance / repair occurs that potentially affects an SC and/or CC
- When a major supplier process change occurs that potentially affects an SC and/or CC

The supplier's Performance Seats approved Control Plan shall be used to define the method and means of control of SCs or CCs during production. Where possible, SCs or CCs should be poke yoked. All poke yokes shall be verified prior to start of every shift.

Unless otherwise specified by the customer, short-term capability must exceed 1.67 Cpk, and long-term capability must achieve a minimum of 1.33 Cpk. When the process has demonstrated acceptable capability with these targets, the frequency and quantity of sampling should be reflected on the Control Plan (with review and approval from the appropriate



<b>Global Supplier Standards Manual – Quality</b>			
<b>Proprietary and Confidential</b>	<b>PSOS-ST-012</b>	<b>Page 7 of 16</b>	

Performance Seats quality representative).

- 4.8.3 Safety Critical Product / Process Requirements: As part of the Performance Seats Best Business Practice philosophy, suppliers are expected to meet certain minimum criteria for manufacturing safety critical components. This is achieved by meeting all AIAG industry standard audit requirements and by working with Performance Seats to achieve a target of 100% compliance to our Best Business Practice audits / templates.

The individual product / LPA process audits as i.e., and/or templates are available upon request from your Supplier Quality / Development Manager.

#### 4.9 Quality Performance Quality Performance Reporting

- 4.9.1 Key Process Indicators: Key Process Indicators (KPIs) are used by Performance Seats to measure the effectiveness of internal processes. Performance Seats requires all suppliers to define KPIs that are relative to their operation, set targets for these parameters, measure them relative to the established targets, report on the findings, and develop improvement plans based on the results. KPIs are to be regularly reviewed by management and communicated to all team members. KPIs should include a management review of audits, customer feedback, process performance, product conformity, status of preventative and corrective actions, and others: Examples of KPIs that are relevant to a manufacturing facility may include (but are not limited to):

##### Quality Measurable

- Customer PPM
- Supplier PPM
- Internal PPM
- 8D Submission Timing
- Nonconforming Part Incidents

##### Manufacturing Efficiencies

- Scrap
- Downtime
- Production relative to Plan (i.e., First Time Capability, Output vs. Plan, etc.)

##### Shipping

- On-Time Delivery
- Premium Freight

##### Safety


- Lost-Time Accidents
- Recordable Accidents
- Days without a Lost-Time Accident

- 4.9.2 Quality Roadmap: Suppliers are expected to maintain a Quality Roadmap documenting current quality performance and action plans to continuously improve performance to Performance Seats.

The PPM Roadmap and applicable training is available upon request from your Supplier Quality / Development Manager.

#### 4.10 Quality Deliverables

- 4.10.1 Parts Per Million (PPM) Introduction: One of the measurements of supplier quality performance is defective Parts Per Million.

<b>Global Supplier Standards Manual – Quality</b>			
<b>Proprietary and Confidential</b>	<b>PSOS-ST-012</b>	<b>Page 8 of 16</b>	

- 4.10.2 Parts Per Million Expectations: The expectation for supplier performance is 0 PPM (zero defects). Specific PPM targets for your commodity will be provided by your Performance Seats purchasing contact.

Product received into Performance Seats Facilities that does not conform to the drawing, specification(s) and/or agreed upon standards shall be counted against a supplier's PPM record. Quantities shall be reported in the units of measure in which they are purchased. This applies to production parts / saleable units.

The following are PPM assignable:

- Production Parts which do not meet drawing specifications or dimensional, functional, or appearance standards as called-out in the specifications or from an approved boundary sample (boundary Sample must be approved by authorized Engineering and Quality representatives from both organizations).
- Out-of-spec parts that require rework / repair for use in production.
- Production Parts damaged from inadequate packaging or transportation for which the supplier is responsible.
- Any defects outside of the boundaries defined by a Deviation Authorization (DA) (in cases where the supplier may be shipping prior to PPAP with an approved Customer DA).
- Out-of-spec parts shipped prior to PPAP approval without an approved customer DA
- Shipments that are received with mixed parts or parts that are the wrong revision Level after the clean point has been established; PPM is assigned for the quantity of incorrect parts only

The following are NOT PPM assignable:


- Parts that meet all drawing specifications and/or boundary sample requirements but are not useable.
- Parts that meet all specifications and/or standards but have been rejected by an Performance Seats customer.
- Parts that are pre-S.O.P. and have not been released and approved for production (e.g., launch parts, sample / trial parts, DOE parts, pre-production parts, etc.)
- Parts initially rejected as part of a batch reject which after 100% control are deemed OK – PPM number is adjusted to reflect the true quantity of NOK parts after sorting (can be done at Performance Seats location, supplier or third party approved company).
- Parts outside of the production system which are addressed through prototype quality measures.
- Production parts which do not meet specifications and/or standards but have approved deviations (Performance Seats or final customer) - PPM cannot be assigned for rejects associated with the deviated characteristic(s);
- Parts received with a delivery related Issue: part information errors, delivery errors, and quantity errors should be rejected as a Supplier Return in PLEX.
- The portion of line accumulations / collective scrap which is determined to be damaged outside supplier control (transport where Interiors is responsible, Interior's plant internal handling damage, etc.).

In any of the above situations where a PPM is assignable, any or all of the following may occur:

- Supplier cost recovery chargeback
- Issuing a Supplier Return with corrective action requested
- MQR I or II scheduled
- Level I or II Containment initiated

The Performance Seats Quality representative at the receiving facility is responsible for the accurate application of PPM. In some cases, extenuating circumstances may lead to an



Global Supplier Standards Manual – Quality			
Proprietary and Confidential	PSOS-ST-012	Page 9 of 16	

adjustment in the amount of PPM charged to a supplier. Adjustments to a supplier's PPM should be requested using the Request for Amendment to Supplier Data form and/or by contacting the originator of the SMRR.

- 4.10.3 Supplier Disruption Incidents (SDI): A Supplier Disruption Incidents is an event leading to downtime, missed deliveries, quality issues, stop shipments, and etc. at either an Performance Seats or customer plant. SDI have to be measured on a regularly basis through receiving Performance Seats plant.

Expectations for SDI

1. Number of disruption incidents means a plant has to report the number of single incidents (line stops/ unplanned machinery downtime at workstation Material batch non-feasibility) with duration > 1 minute due to failures of external supplier products or wrong deliveries.
  2. Target is set to "0".
- 4.10.4 Sorting Expectations: Parts may be sorted at the appropriate location (supplier or Performance Seats site). Parts received at an Performance Seats location or other Performance Seats ship-to-point that are rejected by the sort activity, stay on the supplier's PPM record. PPM shall be adjusted after the sort is complete, unless sampling has predicted a percent nonconforming within the isolated lot and the authorized Quality representative at the receiving Performance Seats facility agrees to use this method for capturing PPM.

If suspect parts are removed from an Performance Seats location and sorted off-site (at the supplier's or a third-party facility), the supplier must report actual reject totals daily (identified during the sort) to the affected Performance Seats facility. If reject data is not provided daily, the entire quantity of parts transferred off-site may be subject to PPM assignment.


If the supplier identifies, communicates, and takes appropriate action to contain and correct a potential problem before the problem is identified or before the parts are used at an Performance Seats plant, then the parts shall not be counted against PPM. If the problem is identified or used at Performance Seats prior to contact from the supplier, the PPM count shall be incurred.

Parts which are out-of-specification may be used "as-is" with an approved DA from Performance Seats Engineering if it required to maintain production and as long as it does not disrupt the end customer. In these cases, PPM may be assigned based on risk, nonconformance history and severity as determined by the receiving Performance Seats facility.

If determined to be a supplier issue, all costs incurred from sorting activities are the responsibility of the supplier. These costs could include but are not limited to:

- Administrative fees
- Additional labor / Overtime
- Material handling
- Floor space utilization
- Additional packaging
- Tooling and equipment
- Scrapped / rejected material

- 4.10.5 Potential Product Safety Concern (PPSC) Introduction: Another measure of supplier quality performance is the designation of an Issue as a Potential Product Safety Concern (PPSC). Any Issue which may affect the safety of the product can be classified as a PPSC.

Global Supplier Standards Manual – Quality			
Proprietary and Confidential	PSOS-ST-012	Page 10 of 16	

- 4.10.6 PPSC Expectations: One is too many. A PPSC is considered the highest-level issue within the Performance Seats organization because of the safety and liability implications that could occur as a result of the nonconformance(s). PPSC issues shall remain open and containment shall remain in place until the countermeasures meet the requirements of the Performance Seats Safety Office.

Supplier containment and immediate involvement in the PPSC process is expected upon notification of the nonconformance issue with target completion timing of less than 30 days. If determined to be a supplier issue, all costs associated with containment and closure of the PPSC are the responsibility of the supplier. The designated Performance Seats PPSC Champion will be the main source for all related communication / interaction and will provide specific documentation as required.

#### 4.11 Supplier Return and Supplier Charge Back (SCB)

- 4.11.1 Supplier Return: Suppliers are notified of nonconforming material through a documented rejection notice, called a Supplier Return material is defined as suspect or rejected product that is deemed defective according to the drawing or established quality standards (i.e., customer specifications, inspection requirements, test results, etc.)

A Supplier Return in our electronic database (PLEX) or provided as an E-mail attachment or hard copy form wherever electronic systems are unavailable.

Supplier Return are subject to a “**not to exceed**” \$250 SD administrative fee administrative fee. For Performance Seats plants using the new PLEX Complaint Cockpit Solution, the administration fee will be calculated based on the complexity of the issue (No-D, 4D, or 8D).


- 4.11.2 Supplier Return Communication: Nonconforming material may be identified during incoming inspection, assembly, processing, final product audit, reliability testing, or through OEM notification. Once identified, the responsible Performance Seats Quality contact shall communicate the nature of the issue to the supplier, request corrective action(s), and monitor until all actions have fully addressed the concern and the issue can be closed.

A Return Material Authorization (RMA) shall be requested from the supplier prior to disposition of nonconforming material. Disposition of supplier's nonconforming product may include scrap, rework, sorting or return to vendor. The RMA provides authorization for Performance Seats to proceed with actions as agreed between the supplier and the Performance Seats facility. An RMA shall also be requested to authorize recovery of Performance Seats costs related to rework or sorting activity performed on supplier's behalf (refer to Supplier Chargeback (4.11.4) for additional details.)

The Supplier Return Notification also serves the following functions:

- Accounting Debit Memo for Supplier's Material
- Packing Slip for Returning Material
- Quality Record for PPM Application and Scorecard
- Supplier Response Request (4D/8D)
- Issue Communication to Performance Seats Purchasing / Supplier Quality teams
- Materials Management Record for Adjustment of Supplier's Cumulative Shipment History

- 4.11.3 Supplier Material Rejection Report Expectations: As requested by the Performance Seats LS Quality contact, suppliers must respond with a written interim containment plan within 24 hours of the Supplier Return origination. Unless otherwise directed by the Performance Seats Quality contact, the supplier is expected to respond using Template Performance Seats standard 8D Problem Analysis Report. The required 8D is provided by the quality manager.

Global Supplier Standards Manual – Quality			
Proprietary and Confidential	PSOS-ST-012	Page 11 of 16	

The supplier is expected to communicate written problem-solving results utilizing the 8D approach within five working days. If unable to resolve the quality issue within the five-day period, the supplier is expected to provide a weekly updated 8D to Performance Seats until problem resolution is achieved.

A supplier's failure to respond to 4D or 8D requests by the specified deadline(s) affects the Problem Resolution Rating on the Supplier Scorecard.

- 4.11.4 Supplier Chargeback: Suppliers are notified of the Supplier Return administrative fees through the Quality Analyst. This fee appears as an "RMA Debit" in the Chargeback Category Detail and references the associated Supplier Return. The RMA provided by the Supplier for the associated Supplier Return also serves as authorization to process the **"not to exceed"** \$250 USD SCB Debit administration fee.

4.11.5

Supplier Chargebacks are also used to capture additional costs that are incurred as a result of nonconforming material. Applicable charges may include but are not limited to third party sorting, operator downtime, additional labor or overtime, customer support hours, premium freight, material handling labor, rework, warranty returns, and/or assembly scrap. Suppliers can expect Supplier Chargebacks to include supporting documentation such as third-party invoices, downtime records, freight invoices, etc.

- 4.11.6 Supplier Chargeback Communication and Expectations: RMA notices from Performance Seats Quality or provided as an E-mail attachment or hard copy form.

Suppliers are expected to respond to a RMA number within three working days. Failure to accept (or reject a RMA) within 30 working days will result in automatic debiting of all charges.

In cases where a supplier disagrees with the Supplier Chargeback, a written response to the originator of the SCB is still required by the specified due date. Disputed Chargebacks shall be escalated to the responsible Purchasing representative for assistance with final disposition. All Chargebacks should be targeted for closure within 30 days.

#### 4.12 Problem Solving Documentation

- 4.12.1 Problem Solving Expectations: The 8D Problem Analysis Report is the Performance Seats preferred problem-solving format for use by all Performance Seats facilities and suppliers. The 8D Problem Analysis Report provides a means for the definition and resolution of issues through problem solving.

Each supplier is responsible for appropriate and timely application of the 8D and for ensuring their organization possesses the knowledge and skill level to solve problems.

The completed 8D report should be returned to the Performance Seats Quality contact in the same format as it is received (8D) in response to the associated Supplier Return. The appropriate 8D format is available upon request from your Performance Seats Quality representative.


Please note that there are some Performance Seats Facilities that must supplement the problem-solving documentation with Customer Specific problem-solving documents / procedures. Contact your Performance Seats Quality representative to obtain the appropriate problem-solving documentation /format.

#### 4.13 Supplier Management Quality Review

4.13.1 Supplier Management Quality Review Introduction: A Management Quality Review (MQR) is an escalation process used to ensure that the supplier is placing the proper focus on an issue and corrective actions. The process is detailed below.

#### 4.13.2 Supplier Management Quality Review & New Business Hold Criteria

<b>MQR / New Business Hold Criteria</b>	<b>MQR1</b>	<b>MQR2</b>	<b>MQR3</b>	<b>Business Hold</b>
Chronic documented problems in quality, delivery, or logistics, including prototype, pre-production, or production or warranty issues.	X			
Production suspended at Performance Seats plant due to a supplier's product quality, parts shortage, or logistical issue.	X			
Supplier has an unresolved SMRR, DMR, containment issue, or unacceptable response regarding an issue.	X			
Chronic documented unresolved MQR problems or unacceptable response from the supplier indicating that no progress has been made to resolve similar MQR1 issues at other locations.		X		
Discovery that a supplier has not notified Performance Seats personnel and/or submitted a PPAP for a product / process change (i.e., tool move to different location / sub-supplier, material / part change, process controls changed from the last approved PPAP, etc.)		X		
Supplier is issued a PPSC that is verified to be the responsibility of the supplier. MQR2 is called only when the PPSC has been confirmed to be their responsibility, and with agreement from the PG Supplier Quality		X		
Performance Seats RPPM or OEM customer disruption due to a supplier's product quality, parts shortage, or logistical issue.		X		
Chronic documented unresolved MQR2 problems or unacceptable response from the supplier indicating that no progress has been made to resolve similar MQR2 issues at other locations.			X	X
Continued customer dissatisfaction on a supplier's product quality, delivery or logistical issue including a customer mandate to change suppliers to a known capable supplier after previous MQR escalation.			X	X
Supplier inability or unwillingness to work with Performance Seats to make fundamental quality, delivery, or logistical improvements after previous MQR escalation.			X	X
Excessive / unresolved PPSCs at the supplier			X	X

<b>Global Supplier Standards Manual – Quality</b>			
<b>Proprietary and Confidential</b>	<b>PSOS-ST-012</b>	<b>Page 13 of 16</b>	

4.13.3 Supplier Management Quality Review - Send MQR Notice / Conduct MQR Review: An MQR1 or MQR2 is initiated by sending the MQR Meeting Notice form to the supplier. For plants using the Performance Seats Compliant Cockpit Solution, the invitation letter will be sent by the quality manager or purchasing manager. The formal agenda must include:

- Issues to be discussed (chronic issues, quality issues, delivery issues, service, and documentation Issues)
- A review of the existing containment activities, data, and progress toward exit Criteria (if applicable)
- Supplier 8Ds, including evidence of all actions implemented to contain / close the issue(s)

The MQR meeting is an opportunity to review and discuss important issues / concerns to Performance Seats. Focus must be placed on plans and actions for both Performance Seats and the supplier. Both should determine and agree upon steps to resolve the quality, logistics, and environmental ,etc. issues. All quality, logistical, and environmental concerns are to be supported with the appropriate data as outlined on the formal agenda provided to the supplier. The supplier is expected to bring a permanent corrective action for all of the items listed on the agenda.

4.13.4 Supplier Management Quality Review - Corrective Action Successful: The supplier corrective action with evidence of documented activities is reviewed to determine if satisfactory. If the corrective action is satisfactory, the MQR is closed. If the corrective action is not satisfactory or insufficient evidence is presented, a determination is made whether to escalate the MQR to the next level. On-site verification of an improved process may be required.

4.13.5 Supplier Management Quality Review - MQR3: An MQR3 requires supplier and customer senior management review at Performance Seats Headquarters (unless otherwise specified) for issues that meet the defined MQR3 / New Business Hold criteria.

The MQR3 meeting is an executive discussion and the format and agenda is prepared as appropriate.

#### 4.14 Containment

4.14.1 Containment Introduction: Containment is accomplished through deployment of additional controls in the supplier's manufacturing process to identify a known or potential nonconformance and to prevent it from shipping to Performance Seats.

Additional controls can include but are not limited to: inspection audits, dimensional measurements, SPC checks, appearance checks, part functionality checks, label verification systems, check fixtures and gages and poka-yokes.


The goal of containment is to protect Performance Seats from defective material escapes during the initial product and process startup (pre-production), throughout production, and in reaction to a quality issue identified at any location in the supply chain. The following sections detail Performance Seats's expectations for each of these phases.

4.14.2 Pre-Production / Launch Containment Expectations: Pre-production containment applies to any parts produced for prototype, pilot or saleable vehicle builds at Performance Seats prior to full production. Pre-production containment activities are a requirement of the supplier's AQP process and must be documented on a prototype and/or pre-launch Control Plan.

The pre-launch Control Plan includes increased frequencies and additional tests over and above the production Control Plan to ensure heightened product and process quality until the supplier's production process is validated. During pre-production, the sample size and/or frequency of product inspection is typically 100% and does not replace the final part audit.

Master files are stored electronically and are available to all team members.

Printed copies of the master files are for reference only.

<b>Global Supplier Standards Manual – Quality</b>			
<b>Proprietary and Confidential</b>	<b>PSOS-ST-012</b>	<b>Page 14 of 16</b>	

The Performance Seats Quality Representative reviews and approves the pre-launch Control Plan, which is typically done during the Process Signoff (PSO), open issues from the PSO shall drive deployment of additional controls and documentation in the pre-launch Control Plan.

The Performance Seats Quality representative continues to monitor pre-launch containment results until the exit criteria is met. Issues that remain unresolved at SOP are subject to Level I containment. Additionally, a Level I failure will require instituting 3rd party inspection (Level 2 containment) to shield Performance Seats from nonconformance(s) during this phase. Criteria for exiting pre-production containment are determined by Performance Seats. To exit containment, the supplier must achieve a pre-determined quality level after a minimum of thirty days post Performance Seats SOP. Any issues found during the launch may extend this requirement beyond the initial 30-day criteria.

- 4.14.3 Containment Level I Expectations: Level I Containment is defined as additional controls implemented at the Supplier's Location upon Performance Seats' request following the identification of a supplier quality issue. The goal of this containment is to cleanse the entire system of any nonconforming material and to shield Performance Seats from receiving any additional defective product. The supplier is required to quarantine and sort all suspect product(s) within their facility, at their subcontractors, in-transit, at Performance Seats facilities, and at any customer location which may have parts or finished goods in inventory. The supplier for any costs associated with this activity incurred by Performance Seats.

Upon identification of an issue, the Performance Seats Quality contact initiates containment activities by sending a Level I Containment Notification to the supplier's Quality Manager. The letter details the specific nonconformance and required supplier actions, including inspection and exit criteria.


The supplier is responsible for acknowledging the Level I Notification by returning a copy of the letter with an authorizing signature to the Performance Seats Quality contact.

The supplier is responsible to reply with their implemented containment plan via an initial 8D within 24 hours of Level I notification. The containment plan must be reviewed and agreed upon by the Performance Seats Quality contact. The supplier is responsible for keeping the customer location advised daily of ongoing containment results until released from Level I.

Supplier containment guidelines include the following:

- Containment area must be highly visible and properly lit, equipped, etc.
- Containment area must have well-defined material flow including clearly identified areas for Incoming and outgoing parts
- No rework must be done in the containment area
- Product acceptance standards and measurement / testing process to be agreed upon by Performance Seats Quality contact
- Number of nonconformance's, corrective actions and results of activity must be reported daily.
- Charts must be updated and reviewed on a daily basis
- Problem solving must be formal, data driven and documented
- Containment personnel must be properly trained and have work instructions, quality standards, boundary samples, etc.
- Data from the supplier's containment activities must be kept on file and available upon request



Global Supplier Standards Manual – Quality			
Proprietary and Confidential	PSOS-ST-012	Page 15 of 16	

Criteria for exiting Level I Containment shall be determined by the Performance Seats Quality contact. Exit Criteria shall be based on ing a predetermined quality level and not a number of parts or days sorted. To exit containment, the supplier must achieve a predetermined quality level after a minimum of thirty days or other timeframe as specified by Performance Seats.

- 4.14.4 Containment Level II Expectations: Level II Containment is defined as the implementation of additional controls by an impartial third party selected by Performance Seats at the expense of the supplier. Level II Containment is implemented when a supplier's Level I Containment activity fails to shield Performance Seats or its customer(s) from receipt of nonconforming material.

The Performance Seats Quality contact analyzes the nonconforming issue(s) and determines if Level II Containment is required. Performance Seats Purchasing Buyer and/or Supplier Development Manager may be involved in the decision to implement Level II Containment. A Level II Containment Notification is sent to the supplier's Plant Manager and Quality Manager to notify them of the Level II Containment. The Level II letter details the specific nonconformance and required supplier actions including inspection and exit criteria.

The supplier is responsible for confirming receipt of the Level II Notification with an authorized signature by returning a copy of the letter to the Performance Seats Quality contact.

The Performance Seats Quality contact assigns a sorting company to perform the Level II Containment. The third-party containment provider must be on Performance Seats approved supplier list for sort companies.

The third party must provide daily documentation to both the supplier and Performance Seats Quality contact on the progress of containment activity.

The supplier is responsible for issuing the purchase order to the third-party source and is responsible for all costs for the sort company performing the containment activities. Initiation of Level II Containment does not relieve the supplier of any relevant Level I activities following the afore mentioned containment guidelines and responsibilities.

Level II shall not be removed until the containment results meet the exit criteria previously established. Approval to remove Level II Containment comes from the Performance Seats Quality contact.

#### 4.15 Supplier Request for Change

- 4.15.1 Supplier Request for Change: This standard defines the steps for supplier product or process changes to ensure that they meet Performance Seats requirements and the OEM's Customer Specific Requirements. All suppliers are expected to follow the process as outlined.


Performance Seats requires advance notification and written approval prior to all product or process changes and/or transfers. Failure to do so may result in the supplier being place on New Business Hold Status, a formal notification to the IATF16949 or ISO/QS9001:2015 supplier registrar, and/or potential financial consequences.

Examples of product and process changes that require Performance Seats approval include (but are not limited to):

- Any change that could affect form, fit or function
- Any product change
- Supplier manufacturing process change (temporary or permanent)

Master files are stored electronically and are available to all team members.

Printed copies of the master files are for reference only.

Global Supplier Standards Manual – Quality			
Proprietary and Confidential	PSOS-ST-012	Page 16 of 16	

- Change in manufacturing or shipping location
- Change in sub-supplier
- Modified equipment
- New or refurbished equipment / tooling
- Changes in test / inspection Method
- Revisions to the line layout or workstation

Steps for obtaining approval for the requested process change:

1. Submit a completed Supplier Change Request (SCR) form to the Performance Seats Quality .
2. Performance Seats Quality Engineer evaluate the SCR for completeness and acceptability; considerations for approval include OEM notification / approval, OEM specific requirements, safety characteristics, validation, capability studies, timing, risk, etc.
3. Supplier receives an official Performance Seats response to move forward
4. Supplier part submission package (refer to section 4.6) submitted by the supplier to the Performance Seats Quality Engineer
5. Supplier part submission and the SCR are approved by the Performance Seats Quality Engineer
6. Supplier proceeds with the process change
7. The first shipment after approval must be tagged / identified to reference the SCR number (contact the Performance Seats Quality contact for the exact appropriate identification method)

The new supplied components with a Supplier Change Request are subject to incoming inspection at the Performance Seats Quality Engineer's discretion.

#### 4.16 Supplier Warranty

- 4.16.1 Supplier Warranty Expectations: Suppliers are required to support the analysis on all part returns from Performance Seats customers as requested by the Performance Seats quality contact. The expectation is that all issues are addressed with the appropriate containment, root cause, and corrective action in the timeframe specified. Any charges incurred from Performance Seats customers due to supplier issues will be communicated and passed on to the supplier in the form of a supplier chargeback).

## 5.0 Records/Logs

Not applicable.

## 6.0 References

Performance Seats Supplier Porta: [www.performanceseats.com](http://www.performanceseats.com)