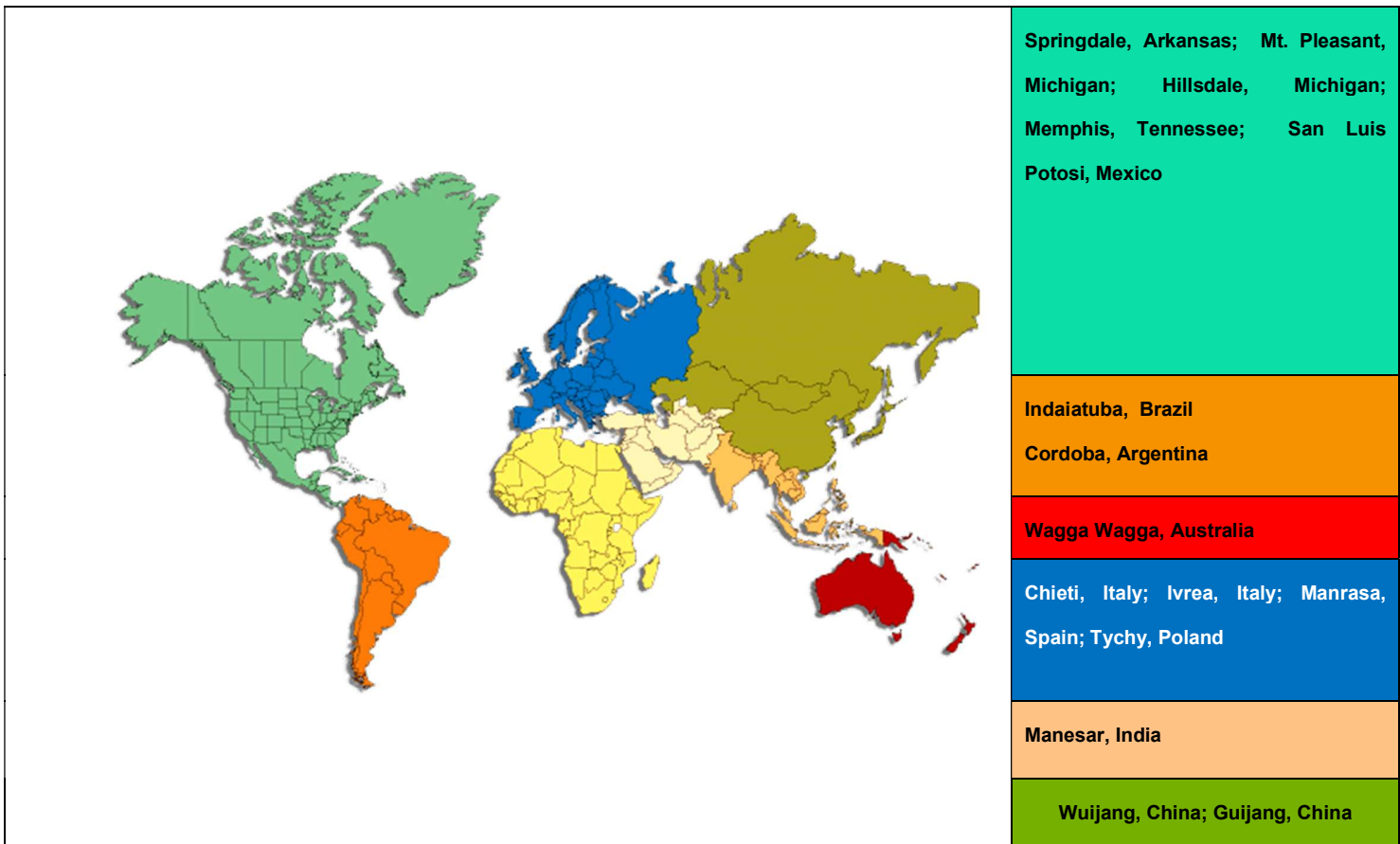




# GLOBAL SUPPLIER PERFORMANCE REQUIREMENTS MANUAL

The name Dayco is used throughout this manual. The following facilities are included within the context of Dayco and Dayco Products, LLC:

## Manufacturing and Distribution Locations



# ***TABLE OF CONTENTS***

Introductory Letter	3
1. Purpose	4
2. Objectives	4
3. Scope	4
4. Supplier Sourcing and Selection	5
5. Auditing	6
6. Supplier Quality System, Government Regulatory Requirements	6
7. Global Dayco Supplier Performance Requirements and Rating Systems	9
8. Subcontractors	15
9. Glossary of Acronyms and Terms	16
Change Summary	35



December 18, 2020

**Dear Supplier:**

The ***Dayco Supplier Performance Requirements Manual*** is an integral part of Dayco's supply base development. It is our expectation that the materials entering our manufacturing locations satisfy the needs of our internal processes and our external customers. The intent of this manual is to ensure that we are selecting and maintaining a supply base capable of meeting this expectation.

Our long term relationship with our supply base will be dependent upon our cooperative efforts in meeting Dayco's expectations as well as the demands of our customers. Dayco has made a commitment to be a leading supplier to our customer base in terms of cost, quality, service, sustainability, and Corporate Responsibility. Toward that end, Dayco expects all suppliers to read, understand, and adhere to the Dayco Supplier Performance Requirements Manual and the Dayco Code of Conduct, and promote these same principles throughout your supply base.

As a result of the desire to be a competitive force in the markets we serve, ***Dayco requests the commitment of our suppliers' top management to pledge their organizations support in meeting the requirements contained within this manual.***

***Tolga Tuksal***  
Strategic Purchasing Director

## 1. Purpose

The purpose of this manual is to introduce, define, and clarify the quality, performance, and **general business requirements** for suppliers to Dayco. The Supply Management Group has the responsibility for maintenance of this policy manual. It is posted at [www.daycosupplier.com](http://www.daycosupplier.com) for NA or <https://suppliers.daycoeuropa.com/InternetWeb/Login.jsp> for Europe.

***The requirements contained herein are supplemental to, and are not intended to supersede any purchase order, engineering, or material specification requirements.***

## 2. Objectives

Dayco is dedicated to providing world-class quality and service to its customers. As the Dayco manufacturing facilities are largely dependent on their suppliers for the quality of their process outputs, the following five objectives must be met in the supply base:

- On-time delivery of defect-free product
- Continual improvement
- Reduction of cost in the value stream
- Support of customer business initiatives including, but not limited to, Corporate Responsibility and Sustainability
- Support of Dayco Engineering innovative projects.

Achievement of these objectives makes it possible for the suppliers' products to flow directly into Dayco manufacturing facilities without the added costs of inspection and other non value-added activities related to nonconformity. Additionally, successful achievement of the above objectives permits both suppliers and Dayco to meet other business goals related to cost, productivity, and competitive position in the marketplace.

## 3. Scope

### 3.1 General

The requirements contained within this manual apply to all production suppliers of materials, components, or services incorporated into Dayco products that affect customer requirements, including related processes, services, and management systems. This may include products processed at one Dayco location and shipped to another. Some Dayco locations may expand the scope to include indirect items and services (including calibration services), such as transportation and processing equipment, etc.

## 3.2 Subcontractors

Dayco Suppliers, to the extent practicable, should implement the requirements contained in this manual with their sub-tier suppliers. Suppliers should follow AIAG guidelines for CQI-19; Sub-Tier Supplier Management.

## 4. Supplier Sourcing and Selection

### 4.1 General

Sourcing of new suppliers for Dayco is a cross-functional activity. Sourcing activities are led by Purchasing Functions, and are supported by other functions, as are appropriate to the locations. This *Supplier Performance Requirements Manual* will be made available to the supplier as a guide to the Dayco expectations. Suppliers that meet all defined criteria and agree to all terms, quality, security guidelines, Code of Conduct, and business requirements will be considered for Approved Supplier status. Terms and conditions are posted for supplier review at [www.daycosupplier.com](http://www.daycosupplier.com) or <https://suppliers.daycoeurope.com/InternetWeb/Login.jsp>

### 4.2 Criteria

Approved suppliers must hold an acceptable quality system registration (i.e., ISO9001, IATF16949). Suppliers must be capable of communicating with Dayco via EDI using standard documents; 830, 856,861, etc. The EDI specification and implementation guide is available at [www.daycosupplier.com](http://www.daycosupplier.com). New suppliers must pass an initial quality evaluation before final approval. Suppliers should have or be working toward certified management systems for Environmental, and Occupational Safety and Health (i.e. ISO 14001, OHSAS 18001, ISO 45001). As above, this requirement may be modified for customer-specified suppliers or Dayco locations. Suppliers that have been approved by any divisions of Dayco shall be considered acceptable for all plants, unless the quality system registration requirement is not met. The appropriate Purchasing, Quality, Engineering, Logistics, and Supply Management functions have the final authority over the sourcing decisions and addition of the suppliers to the Approved Supplier List(s). Additional requirements and/or differing responsibilities for the qualification of new suppliers, if applicable for specific regions and/or receiving locations, may be found in the *Location Specific Requirements* and/or local procedures.

#### General Criteria for Prospective Suppliers

- Acceptance of Dayco terms and conditions of business, including the contents of this manual.

- Company Evaluation
  - Company details
  - Management Systems certification(s)
  - Materials Management and Logistics Evaluation (MMOG/LE)
  - Manufacturing
  - Sourcing
  - Financial Risk Assessment and annual updates
  - Engineering Capabilities
- Contacts
  - Supplier contacts information
- CSR: Corporate Social Responsibility
- Sustainability assessment questionnaire
- Risk Assessment
- Code of Conduct
- REACH /IMDS /RoHS / ELV / California Proposition 65
- ISO 14001
- OHSAS 18001 / ISO 45001

## **5. Auditing**

### **5.1 General**

Given reasonable advance notice, Dayco is entitled to, during regular business hours, perform, or contract, process or product audits at suppliers', or their subcontractors' locations. This requirement may include special process audits. The Audits may be performed in concert with customer personnel, if such need shall arise. Before every initial qualification, the potential supplier shall complete a Dayco Financial Risk Assessment or provide other suitable financial risk evaluation, such as Dunn and Bradstreet, or published Annual Report, and quality self-assessment using the Dayco Prospective Supplier Quality Evaluation. Audits of suppliers and/or subcontractors would typically be performed under the following circumstances:

- As part of sourcing activities;
- As part of supplier development activities;
- To assist suppliers and/or subcontractors in improvement when repeated serious problems occur, and to verify corrective action implementation;
- Periodic requalification, according to customer specific requirements and/or local procedures.

In general, subcontractor audits, when performed, should be the responsibility of Dayco's Suppliers.

### **5.2 Corrective actions**

Suppliers shall provide adequate evidence of completion of the requisite audit corrective actions within the time frames specified by the receiving location(s).

## 6. Supplier Quality System Requirements

### 6.1 General

**The minimum requirement for inclusion in Dayco supply base is registration to ISO9001.** Eligible production suppliers to Dayco are expected to be working toward compliance with IATF16949. The scope of registration shall contain the type of product or service supplied to Dayco. Dayco manufacturing facilities will determine which suppliers are eligible for and which are exempt from development toward IATF 16949 compliance / certification per IATF16949 paragraph 8.2.4.3. Development activities will be conducted with eligible suppliers not holding IATF16949 registration with the goal of conformity to the applicable automotive-specific requirements of the standard including, but not limited to MAQMSR. Prioritization of development activities will be determined by the appropriate Purchasing and/or Supply Management functions at the Dayco manufacturing facilities and supported, as needed, by Corporate Supply Management and Supplier Development functions. Prioritization may be based on supplier performance, commodity type, dollar spend, supplier size, or risk to the customer. Some Dayco locations may require that suppliers be IATF16949 registered, or have an approved plan for achieving registration status, to be included in their supply bases. All suppliers are expected to provide the latest copies of their registration certificates for the location of the company where the parts supplied are produced to Supply Management, and to keep them current on an ongoing basis.

Note: Suppliers are required to notify Dayco Purchasing and/or Supply management immediately if their quality system registration status is suspended, placed on probation, or terminated.

### 6.2 Automotive-Specific Requirements

ISO 9001 registered suppliers, in addition to maintaining their registration status, are expected to have an understanding of, and/or ability to use the following automotive-specific requirements:

**Quality planning (APQP) & PFMEA  
Manufacturing process design  
Change control  
PPAP  
Management of production tooling  
Engineering specifications  
Product identification and traceability  
Cleanliness of premises**

**Designation and control of special characteristics  
Work instructions  
Preventive and predictive maintenance  
Monitoring and measurement of manufacturing processes  
Verification of job setups  
Laboratory requirements**

**Measurement system analysis**  
**Calibration/verification records**  
**Control of nonconforming product**  
**Problem solving methods**  
**Customer packaging and labeling standards**  
**Record retention**  
**Incoming product conformity to requirements**

**Customer waiver**  
**Materials Management Operation Guidelines**  
**Tier 2 Suppliers Approval**  
**Rework and repair**  
**IMDS**  
**Capacity Planning / Capacity Analysis**  
**US Customs C-TPAT Guidelines**

When questions arise relative to specific requirements and procedures concerning the applicable above-listed QMS elements, the suppliers must contact the receiving plant's Quality and/or Purchasing personnel for direction and clarification. These activities reflect the mandatory documents required, to suppliers certified ISO 9001, for the product approval PPAPs.

Reference Manuals:

Suppliers are expected to obtain and use the latest copies of the following AIAG reference manuals: *Advanced Product Quality Planning and Control Plan*, *Potential Failure Mode and Effects Analysis*, *Production Part Approval Process*, *Measurement Systems Analysis*, and *Statistical Process Control*.

*Note: Further explanations and clarifications of the Automotive-Specific Requirements can be found in the "Location-Specific Requirements", as are needed by the individual receiving locations or regions.*

*Note: The reference manuals listed above may be purchased at: Automotive Industry Action Group (AIAG), [www.aiag.org](http://www.aiag.org)*

### **6.3 Product Launch – Safe Launch and Proactive Containment**

Dayco suppliers are expected to implement a safe launch program to insure a thorough and robust manufacturing process with special care and requirements for Start of Production (SOP) through SOP + 90 days. The Safe Launch provides three critical items to any new product; 100% good quality product during critical SOP and ramp up phases, verifies the robustness of the control plan, and find, correct, and implement corrective actions on production processes early in the production cycle.

Items that warrant special attention are Critical Characteristics, Special Characteristics, and Fit / Form Characteristics. Critical and Special items will be identified on the blueprint, Fit and Form items will be detailed during preproduction / product feasibility meetings.



For these items statistical capability must be proven and provided in PPAP documents.

During Safe Launch period all cartons should be identified with either a special label or a blue dot and product should be identified with a blue dot. After Safe Launch the blue dots are no longer required.

If there is a nonconforming product found during the Safe Launch period, Dayco will follow the nonconforming material / corrective action process appropriate to the failure. Suppliers are expected to complete corrective action through containment within 24 hours. Permanent corrective actions may be audited by Dayco prior to final approval.

#### **6.4 Continual Improvement**

Dayco suppliers are expected to implement zero defect strategies, and to continually improve in quality, delivery, service, and cost. Continual improvement activities should be data driven and include trend analysis and prioritized action plans. Dayco and its suppliers are competing in an environment where the customers' expectations are constantly rising. Those organizations that do not continually improve are at risk of diminishing profitability and future business opportunities. Dayco desires to do business with suppliers who can demonstrate ongoing improvement. In this way, both parties help assure themselves future positions in the automotive and heavy-duty industries. Dayco reserves the right to review continual improvement activities to assess their effectiveness.

#### **6.5 Special Processes**

Suppliers to Dayco who provide materials that have had special processing applied anywhere in the supply chain (i.e., heat treating, plating, coating, welding, and/or molding), must provide completed AIAG CQI-9/11/12/15/19/23 and/or CQI-27 special process surveys, including corrective action plans, as applicable. Specific Dayco and/or OEM customer requirements must be addressed. Dayco reserves the right to perform or contract these surveys out to a 3<sup>rd</sup> party. Special process surveys shall be kept current on an annual basis. Updated surveys must be submitted no later than the end of the month following the anniversary date of the survey on record. The special process surveys may be obtained from the Automotive Industry Action Group as listed below. Exceptions may be made only for suppliers who provide products exclusively used in Aftermarket applications.

#### **6.6 Government Regulations, Environmental protection, Health and Safety Policy**

Dayco is committed to be an environmentally responsible company and to providing a safe and healthful workplace for all employees and stakeholders. We comply with all applicable (EHS) environmental, health and safety laws and

regulations in every country where Dayco does business. All purchased materials shall satisfy current local and foreign governmental and safety constraints on restricted, toxic and hazardous materials as well as environmental, electrical and electromagnetic considerations applicable to the country of manufacture or sale.<sup>1</sup>Dayco suppliers must follow REACH, IMDS, ELV, RoHS, and California Proposition 65. Dayco suppliers must also follow U.S. Customs freight security C-TPAT guidelines if involved in importing goods to the United States of America from foreign countries that utilize US Customs ports of entry.

The U.S Customs C-TPAT is a joint initiative of the US Customs and Border Protection and the trade community that was established in 2002 (and revised in 2005) to reduce the threat of terrorism by means of protecting the integrity of cargo imported into, further processed or warehoused in, and or exported from the United States. As part of the global supply chain for numerous industries, Dayco Products LLC communicates with its supply chain partners to determine whether each partner meets the C-TPAT security criteria. All suppliers to Dayco Products LLC are required to adhere to C-TPAT requirements in accordance with the criteria identified on <https://www.cbp.gov/border-security/ports-entry/cargo-security/c-tpat-customs-trade-partnership-against-terrorism> website.

## 6.7 Conflict Minerals Policy

Pursuant to the laws and the regulations of the United States, and/or regions in which it *operates*, *it is Dayco's policy to be fully compliant in reporting of any content of its products relative to conflict minerals.* These are currently identified as columbite-tantalite (tantalum), cassiterite (tin), wolframite (tungsten), and Gold, or any derivatives thereof, originating in the Democratic Republic of the Congo (DRC), or any adjoining country, the proceeds of the trading of which, benefits or finances armed groups directly, or indirectly. In order to establish full compliance with the various laws and regulations, all direct material suppliers to Dayco must establish policies, management systems, and due diligence frameworks consistent with the OECD *Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas*.

Guidance for suppliers can be found at the website: <http://www.oecd.org/daf/inv/mne/mining.htm>. Furthermore, Dayco suppliers are required to report compliance to the relevant Dayco materials management authorities. The current Conflict Minerals Reporting Template is recommended for suppliers. The Template can be downloaded from the website: <http://www.conflictreesourcing.org/conflict-minerals-reporting-template/>. Reporting formats and requirements may vary by country and /or region. Suppliers must contact the relevant Dayco authorities to determine the exact local reporting requirements.

## 6.8 Product Safety

If required by Dayco, the supplier must have a documented process describing:

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<sup>1</sup> Question: All or those applicable?

- a) identification by the organization of statutory and regulatory product-safety requirements;
- b) customer notification of requirements in item a);
- c) identification of product safety-related characteristics;
- d) identification and controls of safety-related characteristics of product and at the point of manufacture;
- e) special approval of control plans
- f) reaction plans
- g) defined responsibilities, definition of escalation process and flow of information, including top management, and customer notification;
- h) training identified by the organization or customer for personnel involved in product-safety related products and associated manufacturing processes;
- i) changes of product or process shall be approved prior to implementation, including evaluation of potential effects on product safety from process and product changes
- j) product traceability

## **6.9 Confidentiality**

The Supplier undertakes not to disclose the information object of the contractual relationship with Dayco. and to treat as confidential all the technical or commercial information of which it becomes aware connected with the order execution. If an improper use of this information is found, Dayco reserves the right to take legal action against the supplier.

## **6.10 Warranty**

Dayco reserves the right to involve the supplier in the management of product warranties and to charge the supplier for any costs resulting, after joint technical analysis with responsibility of the supplier.

# **7. Global Dayco Supplier Performance Requirements and Rating Systems**

## **7.1 General**

Dayco suppliers will be rated on their overall performance. *Supplier performance is monitored through the following major indicators: delivered product quality, and delivery schedule performance. Other indicators, such as customer service and support, PPAP sample performance, C-TPAT compliance etc., may also be included, either as subcomponents of the major indicators or separately.* This section provides a general description of the generic performance requirements and the major supplier performance rating system elements. Suppliers must be aware that different locations may choose to add to, or modify, the contents and

constructions of the performance requirement elements. Detailed descriptions of the rating systems applicable to the different regions and/or receiving locations may be found, or referenced, in the *Location Specific Requirements* sections of [www.daycosupplier.com](http://www.daycosupplier.com) .

Each supplier will have a scorecard with performance ratings. The ratings will be calculated using scores derived from the key elements of supplier performance: Quality Performance and Delivery Performance, and others, *as defined by the receiving location(s)*. The weighting and reporting of the overall scores, using the key elements, will be as determined by the performance scoring requirements of the individual regions and/or receiving locations.

## 7.2 Quality Performance

### 7.2.1 Quality Expectations

Dayco's expectation is that its suppliers will deliver conforming product 100% of the time. Delivery of product meeting the quality requirements of the Dayco locations is necessary for maintenance of uninterrupted flow of product through our manufacturing facilities and to our customers. This includes aspect, appearance, functionality, conformance to specification requirements, and statistical capability of critical characteristics.

### 7.2.2 Packaging and Labeling

Dayco's expectation is that its suppliers package and label their products correctly. Packaging guidelines should be available either on the website [www.daycosupplier.com](http://www.daycosupplier.com), or through the receiving location's Purchasing function. Suppliers are expected to submit labels in the Dayco-required format to the receiving locations for approval. After the receiving location approves the suppliers' labels, all subsequent shipments must contain conforming labels. Properly labeled parts facilitate the receiving process and the flow of part-related information at the receiving locations. Any failure to provide conforming packaging, including unapproved labels, improperly formatted, or unreadable labels may result in a shipment quality rejection (QR) for the affected shipment.

### 7.2.3 Costs of Nonconformity

Suppliers will be required to bear expenses resulting from the shipment of nonconforming material. Such costs include Administrative Fees of \$150 for the first rejection, and \$250 for all subsequent rejections per fiscal calendar year beginning March 1. The Administrative Fee covers the costs of gathering data, documenting the rejection, and root cause analysis.

Additionally, suppliers may incur any or all of the following costs related to nonconforming product delivered to Dayco.

- Non-standard freight and expediting charges;
- Plant overtime costs;
- Processing and material handling costs;
- Sorting and rework charges;

- Scrap, in-process or finished goods;
- Travel costs of Dayco personnel to resolve concerns;
- Customer plant shutdown charges;
- Field action (recall) charges;
- Chargebacks for improper labeling.
- Warranty costs

***The receiving location will debit suppliers for nonconformance-related costs as deemed necessary by Dayco management.***

#### 7.2.4 Certified Stock, Support, and Containment

Suppliers will be required to produce and/or certify stock to replace rejected material. Suppliers, if required by the receiving location, must provide personnel to sort product at Dayco and/or Dayco's customer location(s). The providing of on-site personnel can be invaluable in understanding, communicating, and resolution of problems and is highly recommended whether requested or not.

If there are repeated rejections additional actions are required from the supplier including mandatory 3<sup>rd</sup> Party sorting / certification of product in the event of a third recurrence of a defect.

#### 7.2.5 Corrective Action

When the receiving Dayco plant requests corrective action, the supplier is required to give an initial response within one business day. Permanent corrective action is expected to be implemented 20 working days from the initial notification. If flexibility is needed in the timing for permanent corrective action, the receiving plant Quality Assurance Manager or Supplier Quality Assurance personnel must be contacted for approval. Corrective actions must be provided in the proper format, providing an Action Plan with timing for short term and long term solutions, as required by the receiving location(s).

#### 7.2.6 Shipment of Nonconforming or Suspect Product

In the event that nonconforming or suspect product may have been shipped, the supplier must contact the Dayco facility Quality Assurance Manager, Supplier Quality Assurance personnel, and/or the Logistics/Materials Manager, as applicable, for disposition of the affected material.

### 7.3 Vendor Ratings

#### 7.3.1 Quality Performance Scoring

Supplier quality performance will be rated using a parts per million (PPM) score, a shipment quality reject (QR) score, or some calculated composite of the two. Some locations may include a scoring deduction, or other method, to account for major disruptions caused by supplier quality failures.

PPM will be calculated with the following formula:

$$\text{PPM} = (\text{total rejected parts} / \text{total parts received}) \times 1,000,000$$

The PPM score may be reported directly as a PPM number or as a derived numerical percentage.

Typically, if a QR score is used, the number of shipment QRs for a supplier during the rating period is subtracted from the total number of shipments during the rating period to get the number of shipments accepted. The number of shipments accepted is then divided by the total number of shipments received and multiplied by 100 to calculate the QR score, as in the following formula:

QR score = 100 x (shipments accepted/total shipments).

In the above example, the QR score is reported as a percentage.

Receiving locations may also alter Quality Scores due to events, caused by poor supplier quality, that have larger negative impact on Dayco than simple QRs. Such events could include, but are not limited to, rejection and sorting of finished goods at Dayco locations, customer quality rejects, returns and/or sorts, warranty issues, field returns, customer field actions, etc. Dayco takes these quality issues seriously, and suppliers may be penalized heavily for such events.

To arrive at the supplier quality scores, the receiving locations will calculate the quality scores using the appropriate measurables, (e.g., PPM scores, QR scores, PPAP rejections, and/or audit scores, etc., as are used by the receiving locations) and report them either as individual or composite scores as their procedures dictate, including any other necessary adjustments.

Details of the individual regional and/or receiving location quality scoring methods may be found, or referenced, in the *Location Specific Requirements* section of this manual.

### 7.3.2 Delivery Performance Expectations

Dayco expects 100% on time delivery of the correct amount of material from its Suppliers. This expectation also extends to management of consignment inventories, when applicable. Failure of suppliers to meet delivery and quantity targets not only increases costs for Dayco, but also causes potential scheduling and delivery problems elsewhere in the parallel supply chains. Untimely delivery of purchased materials may jeopardize Dayco facilities' ability to meet their customers' requirements. While premium freight may allow suppliers to meet their expected delivery schedules, the charges represent undesirable additional costs in the supply chain. **When Dayco locations control the means of transport, suppliers are required to use the designated carriers.**

### 7.3.3 Delivery Failure Costs

Suppliers are expected to bear reasonable costs resulting from delivery failures. Such costs would include, but not be limited to:

- Non-standard freight charges and expediting costs (customer or Supplier related);

- Plant overtime costs;
- Customer plant shutdown charges;
- Dayco line downtime costs.

The Dayco locations' Logistics and plant purchasing functions may, at their discretion, debit suppliers for costs incurred from their failures to deliver materials when scheduled.

#### 7.3.4 Scheduling Information

Dayco Purchasing and Logistics will strive to provide the most accurate information available to the suppliers in order to facilitate the suppliers' forecasting and scheduling activities. Suppliers are expected to report problems or inaccuracies in the provided data back to the relevant purchasing and/or logistics functions to assist in problem solving. Suppliers must exhaust all reasonable options available to meet delivery requirements. If a supplier should realize that it will be impossible to meet any delivery date or quantity target, the receiving location purchasing function must be notified immediately in order to minimize the effects of the failure for Dayco and the other suppliers that may be affected.

#### 7.3.5 Delivery Performance Scoring

Delivery performance may be a receipt or ship-based measure (as determined by the receiving locations) and will be scored on a hit or miss basis. A hit will be an on-time receipt (shipment) of the correct amount of product. A miss will be a receipt (shipment), which deviates from the expected timing or quantity targets.

The receiving locations may establish individual targets and tolerances that they use to determine conformity of deliveries to expectations. Additionally, receiving locations may penalize suppliers for instances where premium freight becomes necessary. The respective Dayco Logistics and Purchasing functions have the discretionary authority to adjust individual delivery hits or misses (including premium freight) based on circumstances.

As in the quality scoring section, the receiving locations may calculate either composite scores or separate delivery performance ratings. The delivery performance scores may be calculated as the percentage of total shipments falling within both the timing and quantity tolerance ranges. Receiving locations may also assign numerical or percentage scale ratings based on the magnitudes of the departures from the target values.

The number(s) derived from the calculations are recorded as the supplier's delivery performance score(s) in the scorecard.

Details of the individual regional and/or receiving location delivery scoring methods may be found, or referenced, in the *Location Specific Requirements* section of this manual.

### 7.4 Additional Performance Measures

In addition to quality and delivery performance, some locations may separately rate suppliers on how well they support their Dayco receiving locations in other key areas. Examples of some of these measurables are PPAP performance, responsiveness, NAFTA compliance, and CTPAT compliance. Other measurables may also be used to rate suppliers, as determined by the individual regions and/or receiving locations. If rated separately, the receiving locations will assign scoring and weighting criteria, and will include the resultant score(s) in the suppliers' scorecards. The rating criteria, and/or whether these additional measurables are reported separately, can be found in the *Location Specific Requirements* section of this document.

## **7.5 Overall Performance Scorecard Rating Calculation**

The Dayco receiving locations will calculate either composite and/or individual ratings for their suppliers, depending upon their individual methodologies.

Based on the results of the calculations, the performance rating is reported as a numerical value, typically with 100 as the maximum achievable score. Based on the requirements of the individual regions/receiving locations, they will assign rating categories attached to the numerical scores. The rating categories may come with recommended status and/or actions required, based on the score achieved over the rating time period.

The details of the regional/receiving locations' summary score reporting, classifications, and resultant activities can be found, or referenced, in the *Location Specific Requirements*.

## **7.6 Disputing Ratings**

Dayco will strive to be fair and accurate in calculating and determining its Suppliers' performance ratings. There may be times, however, when a supplier believes that the assigned rating is incorrect or unfair. Suppliers will have 30 days from the time of issue of the latest ratings to dispute scores. Suppliers should contact the appropriate Dayco Quality, Purchasing or Logistics authority to attempt to have a score changed. Suppliers should present documented evidence to show that the awarded score was unfair or incorrect

Based on the evidence presented, Dayco may revise the supplier's disputed rating. Dayco will attempt to resolve the issue within 10 working days from the date of the initial contact by the supplier.

## **8.0 SUBCONTRACTORS**

The Supplier is directly responsible for the quality of the products/services provided by subcontractors (following written authorization from Dayco). Therefore, the Supplier must maintain all documentation (certification) relating to raw materials utilized, acceptance/testing cycles, corrective actions and records of Dayco



authorised modifications and evidence of implementation by sub-contractors. DAYCO reserves the right to perform direct inspections at subcontractors' premises.

## **9. Glossary of Acronyms and Terms**

### **AIAG (Automotive Industry Action Group)**

An automotive industry trade association dedicated to improvement of processes and productivity. The North American vehicle manufacturers and their Suppliers collaborate in this organization.

### **Approved Suppliers**

Suppliers who have satisfied the evaluation and selection criteria as outlined in the Supplier Selection Procedure are Approved Suppliers. After final approval, the Supplier name is added to the respective Approved Supplier List. In this context, the term "list" may mean a database—as is appropriate to the regions and/or receiving locations.

### **APQP (Advanced Product Quality Planning)**

The activities by which processes used to manufacture new (and changed) products are defined, risks are assessed, and controls are established in order to prevent nonconformities.

### **ASN (Advance Shipping Notice)**

An electronic transmission, from the supplier to the customer, containing required information about the product shipment.

### **Certified Stock**

Product that has been 100% inspected and/or gaged in addition to the supplier's normal manufacturing controls in order to verify conformance to requirements. Generally, DAYCO receiving locations require that certified stock be specially marked.

### **Cp / Cpk**

Process capability indices.

### **CQI-9**

Special process survey: Heat Treat Assessment

### **CQI-11**

Special process survey: Plating System Assessment

### **CQI-12**

Special process survey: Coating System Assessment

**CQI-15**

Special process survey: Welding System Assessment

**CQI-19**

Sub-Tier Supplier Management

**CQI-23**

Special process survey: Molding System Assessment

**CQI-27**

Special process survey: Casting System Assessment

**C-TPAT** (Customs-Trade Partnership Agreement against Terrorism)

The C-TPAT program is a joint effort between U.S. Customs and the trade community to reduce the threat of terrorism by means of protecting the integrity of cargo imported into, further processed or warehoused in and or exported from the United States.

As a member of the Customs-Trade Partnership against Terrorism (C-TPAT) Dayco Products LLC is required to certify that we are following the C-TPAT guidelines outlined by U.S. Customs and Border Protection so that Dayco remains certified and compliant to the requirements of the program. **One of the primary requirements is to have all current and future foreign and domestic suppliers complete a supplier risk assessment questionnaire. To be clear, if you are a domestic supplier and import raw materials or products used in Dayco end items to the United States through U.S. Customs, the C-TPAT requirement is mandatory.** All other suppliers are requested to complete questionnaire and report compliance to Dayco. Dayco encourages all suppliers to embrace the C-TPAT security protocol.

Full details of the C-TPAT Supply Chain Security Guidelines for Vendors, Suppliers, and Service Providers are available for download from [DaycoSupplier.com](http://DaycoSupplier.com) in the regional procedures section. Simply click on the link C-TPAT Guidelines. The acknowledgement form must be signed by a company officer and returned to Dayco within three weeks of receipt of the guidelines.

**Deviation** (Customer Waiver)

Written authorization by the customer allowing shipment of product that does not conform to all specifications. Deviations are typically limited in scope and duration and corrective action is required to prevent future occurrences.

**EDI** (Electronic Data Interchange)

A system of electronic data exchange between trading partners. EDI is used to transmit forecasting information as well as shipment information.

**IMDS** (International Material Data Sheet)

A system designed to collect and manage information on the chemical composition of all components used in the vehicles.

**ISO** (International Organization for Standardization)

An international organization of national standards bodies dedicated to the preparation of international standards. The ISO 9000 series is the international standard for quality systems and has been adopted as the American national standard, and is generally recognized globally.

**MMOG/LE** (Materials Management Operations Guidelines / Logistical Evaluation)

A supplier self assessment and continuous improvement tool with a correlating training course available from AIAG that improves materials management efficiency and accuracy while reducing costs from errors and waste.

**Non Standard Freight**

Any freight charges incurred that result from transportation outside the normally contracted delivery routing. This could include additional trucks or special courier service.

**OEM**

Original Equipment Manufacturer

**PPAP** (Production Part Approval Process)

A disciplined, documented method for verifying that new and changed processes and products meet all specified requirements-physical, chemical, dimensional, performance, and appearance (as required). PPAP approval is required for all new and changed products. Default is level 3.

**PPM** (Parts Per Million)

A measure of a Supplier's product quality. It is expressed as the number of nonconforming products received per million parts shipped. PPM provides the customer with a tool with which to compare Suppliers' performance on a level playing field. PPM may also be applied, in some circumstances, to other performance categories.

**QR** (Quality Rejection)

A measure of a Supplier's product quality. It can be expressed as percentage either of: total accepted shipments of the total number of shipments, or total rejected shipments of the total number of Shipments

**REACH**

The European Community Regulation on chemicals and their safe use. It deals with the **R**egistration, **E**valuation, **A**uthorisation and **R**estriction of **C**hemical substances. Compliance to REACH may be required by some Dayco locations.

**RFI**

A request for information.

**RFQ**

A request for quotation.

**Tier 2 Supplier**

For the purposes of this manual, a tier 2 Supplier is a subcontractor, or a provider of materials, components, and/or services to one of Dayco's Suppliers.

**Tier 2 Component**

A component provided by a tier 2 Supplier.

**VDA (Verband der Automobilindustrie)**

The German Automotive Industry Association representing the automotive manufacturers and Suppliers to ensure continued competitive utilization of their experiences and skills.

## CHANGE SUMMARY

1. Replaced references to Mark IV and Mark IV Automotive with Dayco references, pg. 1.
2. Reworded 3<sup>rd</sup> element paragraph from Dayco to Dayco plant location references, pg. 1.
3. Changed Dayco manufacturing location list, pg. 1.
4. Added Quality Management rep to signature on letter, pg. 3.
5. Changed wording of the Purpose paragraph to include the Supply Management responsibility for maintenance, pg. 4.
6. Added REACH to glossary.
7. Added quality requirements after end users' paragraph 1, pg. 5.
8. Added acceptance of terms and conditions/contents of manual to General Criteria statements, pg. 5.
9. Added statement about some locations requiring TS16949 registration, paragraph 1, pg. 6.
10. Added statement about provision of registration certificates, paragraph 1, pg. 6.
11. Added corrective action statement, paragraph 3, pg. 6.
12. Added OEM customer requirements to Special Processes, pg. 7.
13. Changed "Reference Documents" to "Reference Manuals", pg. 7.
14. Added Warranty costs to expense list, pg. 9.
15. Added Appendix page, pg. 19.
16. Added Quality System Requirements section, pg. 21.
17. Changed "will" to "may" 1<sup>st</sup> sentence, last paragraph, pg. 15.
18. Changed wording in Supplier Sourcing and Selection to include Prospective Supplier Quality Evaluation and to reference Suppliers approved by other divisions of Dayco, Pg. 5.
19. Added reference to the Supplier Change Request form to Change Control, pg. 23.
20. Added certification test requirements to Laboratory Requirements, pg. 28.
21. Added and subtracted wording to change document to global format.
22. Added notification requirement for replacement of tooling not owned by Dayco, Change Management section 8.3.1, pg. 16.

23. Added paragraph "Reference Manuals" under 6.2, pg. 7 to replace list removed inadvertently.
24. Added CQI-23 Molding special process survey, 6.4, pg. 8, and identification requirement for Dayco special characteristics, 8.1.5, pg. 15.
25. Added Wagga, Australia as Dayco manufacturing location to Global map, pg. 1.
26. Corrected CQI-23 identification error, pg. 27.
27. Added Dayco Mexico Quality Rating System, pg. 45.
28. Added Government Regulatory, Environmental, Health and Safety, and Conflict Minerals Policy Statements, pgs. 8-9.
29. Added C-TPAT to glossary, pg. 28.
30. Added C-TPAT compliance documentation, pgs. 37-40.
31. Revised locations pg. 1; revised opening letter pg. 3; added reference to CQI-19 ppg. 5, 29; added reference to C-TPAT guidelines on daycosupplier.com pg.37; corrected revision date in footer pg. 1
32. Revised and updated to reflect IATF requirements throughout document. Deleted Dayco verbiage on requirements (prior revision section 8), added subcontractor requirements (new section 8). Removed regional ratings sections from manual and moved to daycosupplier.com
33. Revised 3.1 to include services that affect customer requirements; 4.2 to include supplier responsibility for annual financial risk updates; 6.1 to delete year reference of ISO9001 requirement, to address suppliers eligible for development to IATF16949 as manufacturing facility defined and responsible, to include MAQMSR.
34. Revised opening letter to incorporate Code of Conduct and Corporate Responsibility. Revised 2.0 Objectives to include Corporate Responsibility and Sustainability. Revised 3.1 to include calibration services. Revised 4.1 to include Code of Conduct. Revised 4.2 to include Occupational Safety, Health, and Environmental. Revised 5.1 to include Financial Risk Assessment or other supporting documents. Revised 6.5 to include<sup>2</sup> ELV, RoHS, and California Proposition 65.
35. Added Product Launch – Safe Launch and Proactive Containment as sections 6.3. Revised numbers on balance of section 6.
36. Added MMOG/LE to 4.2 supplier selection criteria, 6.2 Automotive Specific Requirements, and 9 Glossary of Acronyms and Terms. Added EDI capability as a minimum requirement in 4.2. Removed EDI as supplemental measure in 7.4. Updated 7.2.3 Costs of Nonconformity to include Administrative Fees for nonconforming material.
37. Updated production plants

