

Specific Requirements for POE Suppliers



No.: **DAM-QUAPO-2005-0509**

**Specific Requirements
for POE Suppliers**

Associated procedure

Status: **Vigente**

Effective on: **March 2008**

Summary This procedure defines the specific requirements concerning the Supplier Quality Management System for POE parts, systems and materials.

Scope RENAULT - NISSAN BRAZIL / CHILE

Issuer Americas Purchasing Direction
Suppliers Quality & Development Department

Confidentiality RENAULT - NISSAN Confidential
Can be divulged to RENAULT NISSAN suppliers.

Approved by:

<i>Name</i>	<i>Title</i>	<i>Signature</i>	
<i>Gérard Cave</i>	<i>Americas Purchasing Director</i>	<i>Original signed</i>	<i>08.02.08</i>
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Specific Requirements for POE Suppliers
DAM-QUAPO-2005-0509 v2

	<i>Version</i>	<i>Effective on</i>	<i>Purpose of the main changes</i>	<i>Issuer</i>
<i>History of the versions</i>	1	June 2005	Initial version	G. Suarez
	2	November 2007	Separation of specific requirements: Renault, Nissan, Powertrain Plant 7.3.1.1, review of submission criteria Review of requirements in view of ISO/TS items New requirement in view of item 5.5.2.1. of ISO/TS 8.2.1.1, description of containment measures and Renault / Nissan associated tools, suspension of SGQ certification. General review of texts, detail of requirements	

RENAULT NISSAN Process

MAP 12 "Supplier Control"

Reference documents

Other documents mentioned

Relationship with ISO 9001 / ISO TS 16949:2002 standards CSR Environment

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Table of Contents

1	<u>Summary</u>	<u>3</u>
2	<u>Presentation of the Procedure</u>	<u>4</u>
	<u>2.1 Detailed objectives</u>	<u>4</u>
	<u>2.2 Scope</u>	<u>4</u>
	<u>2.3 Update</u>	<u>4</u>
3	<u>Activity Flow Chart</u>	<u>4</u>
4	<u>Detailed Description</u>	<u>5</u>
5	<u>Document Control</u>	<u>16</u>
6	<u>Rules, methods and tools</u>	<u>16</u>
7	<u>Glossary</u>	<u>16</u>
8	<u>Attachments</u>	<u>16</u>

1. **Summary**

Not applicable

2. **Presentation of the Procedure**

A. **Detailed objectives**

This procedure defines the specific requirements concerning the Supplier Quality Management System for POE parts, systems and materials.

B. **Scope**

This procedure is applicable to the Mercosur Purchasing Department within all its activities in the Mercosur region (Brazil and Chile).

Suppliers shall meet the Specific Requirements set forth by this document in order to obtain customer satisfaction.

RENAULT and NISSAN trusts that the ISO/TS 16949 Certifying Bodies consider these Requirements in the scope of certification and verification audits.

2.3 **Update**

WHO?	WHEN?
Mercosur Purchasing Department – Suppliers Quality & Development	Each 2 years, or: Pursuant to the needs identified in internal or external audits, or other needs identified by the department in charge.

3 **Activity Flow Chart**

Not applicable.

4 Detailed Description

4.1 General aspects

The definition of the Specific Requirements is subject to the ISO/TS 16949 standard.
In the event of existence of Renault or Nissan specific requirements, they are presented just after the general requirement.

4.2 Description of the Requirements

Item	Requirements		
4.2.3.1	Access to the applicable documentation		
	The organization shall confirm, on a regular basis, the update of standards, procedures, and technical specifications concerning its products. In case the current product does not match the latest version of the documentation, the Organization shall contact the customer so that the appropriate measures shall be taken.		
	<table border="0"> <tr> <td style="vertical-align: top;"> Renault Updates of trial requirements and standards shall be checked at the Renault Suppliers' Website – https://suppliers.renault.com </td> <td style="vertical-align: top;"> Nissan In Brazil, requests shall be made directly to the Engineering liaison. </td> </tr> </table>	Renault Updates of trial requirements and standards shall be checked at the Renault Suppliers' Website – https://suppliers.renault.com	Nissan In Brazil, requests shall be made directly to the Engineering liaison.
Renault Updates of trial requirements and standards shall be checked at the Renault Suppliers' Website – https://suppliers.renault.com	Nissan In Brazil, requests shall be made directly to the Engineering liaison.		
4.2.4.1	Retention period for Quality records.		
	They shall be in accordance with Standards 00.10.415 and 00.30.000.		
5.1.1	Process Effectiveness		
	The decision on the process efficiency / effectiveness shall consider at least the performance targets formally communicated by the customer by means of a "Communication Letter regarding Quality, Costs and Delivery Targets" or equivalent document, as well as those hired for new developments and consequently for the mass production.		
5.5.2.1	Customer Representative		
	The customer representative shall be a person with appropriate technical qualification, thorough control of the specific requirements mentioned hereto and with authority to identify and implement the necessary improvements to cope with them.		

Specific Requirements for POE Suppliers
DAM-QUAPO-2005-0509 v2

<p>5.6</p>	<p>Management Review</p>		
<p>The analysis of the results mentioned on item 5.1.1, as well as the general pending issues concerning the Renault / Nissan customer, such as the 8D action plan, visits to the customer, and structural actions to support the targets undertaken towards the customer shall be carried out at least on a monthly basis. The analysis shall also include the results of internal audits or those carried out by Renault / Nissan, establishing the possible applicable actions in order to conform to item 8.2.1.1 hereto.</p>			
<p><u>Renault:</u> If requested by the customer and during the implementation, consider the QA matrix evolution and consolidation as well.</p>			
<p>6.2.2</p>	<p>Specific requirement for project teams</p>		
<p>The supplier shall guarantee that the employees working on the project development shall be trained on the ANPQP methodology. The supplier shall maintain a Project Leader with autonomy to decide and / on respond directly to the Organization's Management to obtain the necessary resources. The organization shall also ensure the availability of technical personnel (Product Engineering, Process Engineering, Quality and Logistics), duly qualified and in number and enough to participate in the activities concerning the ANPQP. Non-compliance with this requirement shall cause the substitution of the Project Leader.</p>			
<p><u>Renault Vehicles:</u></p> <p>ANPQP training shall be carried out by Renault accredited bodies.</p>		<p><u>Renault Powertrain:</u></p> <p>Training is carried out by Renault ANPQP representatives.</p>	<p><u>Nissan:</u></p> <p>Training given by Renault accredited bodies is recommended. However, Nissan may request additional training in line with the project under development.</p>
<p>6.2.2.3</p>	<p>Specific requirement for capability maintenance</p>		
<p>The supplier shall establish and control the duration of absence of operators from their normal activities mentioned in the polyvalence matrix. This period shall consider the impact on the operations, the existence of CSR characteristics, as well as associated risks concerning quality and production volumes.</p>			
<p>6.3.2</p>	<p>Specific requirement for the application of contingency plans by the organization.</p>		
<p>It shall establish contingent plans to inform on production stoppage at least 72 hours in advance, informing the problem and immediate corrective measures to ensure delivery to Renault / Nissan Purchasing and Logistics, as set forth by quality and logistics protocols, as well as by the commercial contract. Renault has the right to validate the contingency plans submitted by means of specific audits or those connected with the organization's quality system management.</p>			

Specific Requirements for POE Suppliers

DAM-QUAPO-2005-0509 v2

<p>7.1</p>	<p>Specific organization for product development (i.e.: document approval, process requirements, statistic tools, etc.).</p> <p>The ANPQP methodology shall be applied.</p>
<p>8.3</p>	<p>Special treatment for Rough Casting and Assembled Units</p> <p>They shall be established and validated with the customer:</p> <ul style="list-style-type: none"> * Criteria for rough casting acceptance; * Criteria for rough casting reconditioning; * Criteria for the reuse of subcomponents of assembled units; * Criteria for reconditioning / repair of assembled units. * Appearance criteria.
<p>7.1.3</p>	<p>Confidentiality</p> <p>The supplier shall formally communicate, before its nomination, any and all restriction of access, analysis and possession of its Quality Management System documents and records, in order to enable Renault to issue its opinion and proceed with an analysis.</p> <p>Failure to comply with this communication or any formal restriction on it will cause thorough access to all documentation concerning a Renault project and / or information relating to the industrial process.</p> <p>Special requirements: see standards 00-10-415 and 53860-02-025.</p>
<p>7.1.4</p>	<p>Specific system for product / process revalidation, including tooling, changed by the organization or a supplier before its implementation.</p> <p>Amendment to the requirement:</p> <p>The supplier shall communicate any intention to change the product, process or tooling, at least 30 days beforehand, in order to obtain the previous approval, pursuant to standard 00.10.415 and the requirement ANPQP – “Design Change Management” or “Process / Facility Site Change Management”, as needed. This includes all parts and raw material applied to the manufacturing process, including those deriving from the supply chain.</p> <p>Depending on the modifications, Renault has the right to carry out the necessary verifications (audits, technical visits, etc.).</p> <p><u>Renault – Powertrain:</u> The supplier shall also communicate in advance the need to use tooling that has been inactive for more than 12 (twelve) months (counted as of the date of last production), according to the ANPQP methodology for revalidation.</p> <p>Tooling service life is set forth by the ANPQP requirements, except in the case of a specific agreement determining a particular service life.</p>
<p>7.2.1</p>	<p>Delivery / shipment / packaging notification system (in Brazil, also valid for Nissan)</p>
	<p>The supplier shall comply with the EAQL Logistics evaluation requirements, logistics protocols and the ANPQP.</p>

Specific Requirements for POE Suppliers
DAM-QUAPO-2005-0509 v2

7.2.1	Raw material posing risk to the environment	
	The supplier shall comply with standards and processes required by the ANPQP.	
	<u>Renault:</u> Standard 00.10.050, with registration via Internet (IMDS system).	<u>Nissan</u> Nissan Engineering Standard NES M0301
7.2.1.1	Specific requirements concerning special characteristics designation, documentation and control	
	The supplier shall comply with Standards 00.10.040 and 00.10.415.	
7.2.2	Review of Special Requirements Concerning the Product	
	<p>The supplier shall comply with:</p> <p>53860-02-025 “General Purchasing Conditions” - latest version 00-10-415 “Product Manufacturing and Supply” MQFE 010/2000 “Supplier’s Letter of Indemnity” Specific Requirements for Suppliers EAQL repository, level A or B (and consider the purchasing requisition, drawings, standards and technical specifications requirements) DAM-QUAPO-2005-0509 – “Specific Requirements for POE Suppliers”</p>	
7.2.3.1	Computerized Systems – Customer Communication	
	<p>The supplier shall make use of the Computerized Systems informed by RENAULT/NISSAN Logistics (Delivery schedule) = EDI It shall have a fail-soft system in case of breakdown in the logistics communication system, that is, an alternative system for the operation.</p>	
	<u>Renault:</u> Engineering: CATIA software, version mentioned in the “Data Interchange Protocol”	<u>Nissan</u> Engineering: IDEAS Software, version required by the project input documents.
7.3.1.1	Requirements for FMEA review and approval	
	<p>The use of FMEA (according to AIG Manual, latest version) is widely accepted; the use of AMDEC is recommended. Whenever requested by Renault, Product, Process or Means FMEA / AMDEC shall be submitted for verification and validation. Taking into account the type of technology and the application of the part, Renault / Nissan shall establish the NPR level in case of a new development.</p>	

Specific Requirements for POE Suppliers

DAM-QUAPO-2005-0509 v2

<p>7.3.2.2</p>	<p>Specific method or differentiated capability requirements</p>		
<p>Supplier shall comply with the ANPQP requirement, activity “Process Capabilities Study and Improvement”.</p> <p>The associated software is available for download free of charge via Suppliers Website, at https://suppliers.renault.com.</p> <p>The supplier shall compulsory carry out capability studies for characteristics prioritized 1 or 2, CSR and others, according to Renault requirements, as well as those identified as deemed necessary by the Organization. The process characteristics having an influence on product requirements shall be identified by the organization and confirmed during the project stage, and maintained during mass production according to the needs.</p>			
<p><u>Renault:</u></p> <p>RENAULT requires the use of specific software to evidence process stability. Free download is available on the Supplier's Website, at https://suppliers.renault.com, sections “Quality” or “Design”/download tools</p>		<p><u>Nissan:</u></p> <p>No special software required.</p>	
<p>Requirements for process control risk analysis</p>			
<p>The supplier shall make use of the MQA quality tool whenever required by Renault. When requested, the Organization shall ensure training in the MQA methodology to all its Manufacturing, Quality, Methods and Engineering personnel (see attachment 1).</p>			
<p>7.3.2.3</p>	<p>Special characteristics</p>		
<p>The supplier shall meet the requirements of standards 00.33.301 and 00.10.415. The correlation table is accepted for the required situations.</p>			
<p>7.3.6.1</p>	<p>Project and development validation (DAQ Quality Assurance Record)</p>		
<p><u>Renault Vehicles:</u> Supplier shall use the ANPQP methodology. All documents and records pertaining to a project shall be consolidated in a record (DAQ) to be delivered upon mass production approval. It shall be permanently updated, ready for use and available 24h a day, whenever requested, and maintained until the end of the part's service life.</p>		<p><u>Renault Powertrain:</u> A record shall be available for Renault consultation in the supplier's premises.</p>	<p><u>Nissan:</u> No specific requirement for this activity</p>
<p>7.3.6.3</p>	<p>Supplier manufacturing process and product approval</p>		
<p>Products purchased by the supplier shall be submitted to an initial sample approval process, according to the PPAP Manual (AIAG) – latest version –, or ANPQP process, whenever required by customer. Whenever requested, the Organization shall make all documentation available for Renault verification.</p>			

Specific Requirements for POE Suppliers

DAM-QUAPO-2005-0509 v2

<p>7.4.1.2</p>	<p>Specific requirement concerning the purchase of products or services from suppliers</p>		
<p>The supplier shall request an ISO 9001 certification, in the applicable version, awarded by an accredited certifying body, for all its suppliers of products or services that may have an impact on the quality of the product delivered. It shall have an active participation in the implementation of its own suppliers' ISO/TS 16949 certification. In special cases, if the minimum certification required is not possible (for instance, specific commodities), the customer shall be informed for analysis and, if necessary, a waiver shall be formalized.</p>			
<p>7.4.1.3</p>	<p>List of subcontractors validated or required by customer</p>		
<p>Customer shall analyze the organization's list of suppliers, as per the ANPQP process, "Sub-Supplier Management – CSCC" activity.</p>			
<p>7.5.1.1</p>	<p>Control plan approval and review</p>		
<p>During the process of construction and management of the Control Plan, the supplier shall: A. Elaborate the Control Plan in accordance with the ANPQP requirements, activity “Manufacturing Process Design”, “Control Plan”; B. Include product and process audits, as well as layout inspection. In addition to item 7.3.6.1 above, supplier shall provide an electronic copy of the Control Plan (first version and further reviews) whenever required by customer. The amendments to the Control Plan shall be communicated to the Supplier Quality Department – SQF -, which shall indicate the need of submission of the document for approval on a case-by-case basis. Waiver records shall be kept by the supplier.</p>			
<p><u>Renault Vehicles</u></p> <p>All characteristics classified 1, 2 and CSR, except if waived by customer, shall be mentioned in the Control Plan.</p>		<p><u>Renault Powertrain</u></p> <p>All characteristics prioritized shall be mentioned in the Control Plan, except if waived by customer.</p>	<p><u>Nissan</u></p> <p>All special characteristics ("important A", "important B", OBS and Regulation) shall be mentioned in the Control Plan, except if waived by Nissan.</p>
<p>7.5.1.7</p>	<p>Assistant at the customer's plant</p>		
<p>In special occasions that may require it, pursuant to an agreement between the Customer and the Organization, the presence of a resident / assistant at the Customer's plant may be required.</p>			
<p>7.5.3.1</p>	<p>Identification and traceability</p>		
<p>Supplier shall be subject to standards 53250-98-HQFE 013 "General Traceability Principles" and 01.33.300. In specific cases, Renault / Nissan may require additional product traceability activities.</p>			

Specific Requirements for POE Suppliers

DAM-QUAPO-2005-0509 v2

<p>7.5.4.1</p>	<p>Special marking RENAULT NISSAN property "items"</p> <p>The Organization shall guarantee that there is thorough identification concerning Equipment, Machinery, Tooling and Means of Production, as well as drawings and other pertaining documents. The Organization shall submit all tooling design records owned by Renault, except if otherwise agreed between the parties.</p>
<p>7.5.5</p>	<p>Packaging and identification standards or manuals</p> <p>Supplier shall be subject to the EAQL logistics requirements, level A or B, as well as to the GALIA standard and ANPQP process, activity “Logistics & Packaging”.</p> <p>Special means of delivery, i.e.: Means of transportation or container; Main Route and Alternative Route; Others.</p> <p>Supplier shall be subject to the logistics requirements communicated by the Logistics Department by means of the Logistics Protocols (Supply, Packaging, Transportation, Export, Sofrastock, After-Sales).</p>
<p>7.6.1</p>	<p>System for the study of measurement systems and decision-making criteria</p> <p>The latest version of the MSA Manual (AIAG) shall be applied for specific means of control.</p> <p><u>Renault Vehicles</u> In specific cases, depending on the Renault Engineering division, the application of the CMC shall be required; a macro study shall be presented by the supplier.</p>
<p>7.6.3.1</p>	<p>Internal laboratories to carry out physico-chemical analyses</p> <p>Internal test laboratories shall obtain a formal approval from Renault /Nissan. The customer shall require an approval according to its methods, in order to grant the “self-agreement”.</p>
<p>7.6.3.2</p>	<p>External test laboratories</p> <p>The customer shall approve the use of laboratories not pertaining to RBLE. The supplier's lab report of the Organization shall be subject to customer approval.</p>

Specific Requirements for POE Suppliers

DAM-QUAPO-2005-0509 v2

8.2.1.1	Customer satisfaction
<p>In view of the severity of the supplier's quality level, special, potential or real situations involving quality risks / crisis due to a disrespect for the performance agreements for the period in progress, Renault / Nissan, pursuant to the applicable rules (and standard 00.10.415), shall adopt strengthened working methods, including but not limited to, frequent visits, use of specific quality tools and joint participation of Purchasing Quality, SQF, Mercosur Quality Department and Engineering teams, which shall require:</p> <ol style="list-style-type: none">The application of the "Quality Wall" model – see attachment 2, process required by the Suppliers' Quality Department;The organization of an ASAS-P audit, a process managed by the Suppliers' Quality Department to set the limits of the relevant process weaknesses, as well as the actions to be implemented;To evaluate in the field the effectiveness of the preventive / corrective measures mentioned in the 8D recorded by Renault / Nissan;The application of the "Firewall" methodology – see attachment 3, in the cases of risk to the development (results submission levels = <u>medium</u> or <u>low</u>), in the cases of vehicle fleet barring, recall campaigns, frequent disrespect for the Quality targets engaged (PPM, AVEC, GMF), or a sudden increase in non-conformity ratios. <p><u>Quality Alerts</u></p> <p>According to Renault rules (also valid for Nissan in Brazil), supplier shall be formally alerted when its Quality results are critic, by means of a letter issued by the Purchasing Department – "Quality Alerts". In view of the results obtained, "Quality Alerts" shall originate different interventions (some mentioned above) and cause the Supplier to be put in "Business Hold".</p> <p>In addition, the ASES evaluation methodology (used to rank the companies for the Renault / Nissan Suppliers' Panel) shall be reapplied according to the gravity. If the results obtained are inferior to rank "B", the "Rank-up" process shall be required (realignment with rank "B"). This process shall require a formal commitment of the organization's legal representative.</p>	
Special Requirement – Information to the Certification Body – Supplier's Quality System Certification	
<p>Supplier shall formally communicate the fact within 72 hours to the Certification Body in charge of its Quality Management System, so that it may take the necessary precautions, regardless of other precautions and agreements maintained with Renault / Nissan, in the following cases:</p> <ul style="list-style-type: none">- When it receives a PPM Quality Alert of level 2 (2nd PPM alert)- When it receives an AVES Quality Alert of level 2 (2nd AVES alert)- In the occurrence of a 2nd Vehicle Fleet Barring, in a 12-month period. <p>In addition, pursuant to Attachment 4 of ISO/TS standards, 2nd edition, Renault/Nissan shall formally request to the Certifying Body the suspension of the Supplier's Quality System Certification in the following cases:</p> <ul style="list-style-type: none">- When it receives a PPM Quality Alert of level 3 (3rd PPM alert)- When it receives an AVES Quality Alert of level 3 (3rd AVES alert)- In the occurrence of a recall campaign, formally communicated to the supplier. <p>Exception: depending on the case, the customer may cancel the notification for certification suspension if the Organization notifies on the event itself, before the customer is aware of the fact in the production line or in the field.</p>	

Specific Requirements for POE Suppliers

DAM-QUAPO-2005-0509 v2

	<p>Non-quality costs at the customer and in the field</p> <p>Supplier shall be charged with all (Quality and Logistics) costs resulting from delivery of non-conforming parts to the plants, pursuant to the customer's internal criteria – procedure DAM – QUAPQ-2002-0504.</p> <p>In the field:</p> <p>Supplier shall be subject to the provisions set forth by standard 53002-00-179 (MQFE. 010/2000), and reimburse all non-quality costs derived from the supply of non-conforming products under its own responsibility.</p> <p><u>Additional remark:</u> Inappropriate operation or a negative result in the interventions carried out by the customer at the supplier's plant (disrespect, inappropriate application of SQ contention / improvement methodologies) shall result in contention measures at Renault / Nissan plants, to be carried out by a company specialized in Quality Control. The supplier shall be charged with all costs derived out of this measure. The supplier shall only be charged with costs resulting from monitoring / confirmation of contention measures, corrective measures, and SQ improvement tools if previously agreed between the parties.</p> <p>System audit</p> <p>A. System audits shall cover all manufacturing system during a 12-month period at the most. B. The confirmation of compliance with Renault / Nissan customer-specific requirements shall also be subject of an audit.</p>
<p>8.2.2.2</p>	<p>Process audit</p>
	<p>A. Process audits shall cover all manufacturing processes pertaining to Renault / Nissan products for a period of up to 12 months. B. Process audits shall be carried out according to FIEV repository or a content equivalent to VDA 6.3. C. Pre-production audits, if required by customer, shall be carried out according to RENAULT / NISSAN standard, procedure 00618-01-Q0102R00.</p>
<p>8.2.2.5</p>	<p>Qualification of Process and System Auditors</p>
	<p>The supplier shall guarantee its qualification concerning the requirements mentioned hereto.</p>
<p>8.2.3.1</p>	<p>Minimum values for Cp/Cpk defined by Customer</p> <p>As per the ANPQP requirement, activity “Process Capabilities Study and Improvement”</p> <p><u>Renault Vehicles</u></p> <p>During mass production, for some components considered to have an influence on the vehicle's "geometry", the customer shall require the analysis and periodical information on the performance of specific key characteristics. The analysis shall be carried out by means of the TAG software, including frequency, sample size, and means of collection specified by customer.</p>

Specific Requirements for POE Suppliers

DAM-QUAPO-2005-0509 v2

8.2.4.1	Layout and Functional Test Inspection
	<p>It shall be carried out at least each twelve months. All tests and trials necessary to maintain the provision of services shall be carried out. Supplier shall have its own criteria to decide on the trials to be carried out; it shall also maintain records to justify when they are not performed. Tests and trials may be carried out by product family.</p>
8.5.2	Corrective Measures
	<p>Supplier shall consider the following activities while responding to Renault / Nissan quality incidents:</p> <ul style="list-style-type: none">A. Contention measures shall be implemented immediatelyB. The analysis and result of the scope shall be carried out and formally communicated to customer via 8D within 48 hours.C. Corrective measures and their respective root-cause analysis shall be formally communicated within 10 (ten) running days.D. Preventive measures shall obligatorily include the update of the Control Plan, FMEA, and other documents pertaining to the Quality Assurance System. Scope verification shall not be considered as a corrective measure.E. If it is necessary to return the faulty product to determine the corrective measure, the Customer and the Organization shall agree on the time limit.F. The necessary time to evaluate the effectiveness of the actions implemented shall be in line with the needs and no later than 30 (thirty) days after the start of the incident. If this time is not enough, the customer shall be communicated so that a new deadline may be defined.
8.5.2.1	Definition of problem solving format / method
	<p>Supplier shall use the 8D model established by Renault / Nissan (as per the ANPQP model, activity "Non Conforming Product Management") and attach the evidences for the studies carried out.</p>

Specific Requirements for POE Suppliers

DAM-QUAPO-2005-0509 v2

Additional 01	Derogation Authority
	Possible situations not covered by this document shall be subject to an action plan (see item 5.5.2.1). Potential derogation requests shall be exclusively addressed to: Derogation Authority: Purchasing Quality Manager Department: Purchasing Tel: (55-41) 3380-2140 E-mail: germano.p.bunn@renault.com
	Preparation of Derogation Requests
	The derogation request shall be clear, succinct and mention at least: a. Company identification b. Supplier's code c. Description of the requester, telephone, e-mail d. Description of the request / derogation item e. Causes / reasons why? f. An explanation on how the customer will be protected while the request is not answered. g. Deadline for the modification. h. Attach an action plan. General remark: only the customer's representative, formally recognized, shall request derogations.

Specific Requirements for POE Suppliers

DAM-QUAPO-2005-0509 v2

4.3 Additional information

Indication of changes made in new versions of the documents

Potential derogation requests shall be submitted to DAM – Quality, together with appropriate explanations demonstrating the impossibility of real or potential impact on the product delivered.

5 Document control

Not applicable.

6 Rules, methods and tools

Not applicable.

7 Glossary

POE: system, unit, part or material purchased for incorporation into the final RENAULT NISSAN product.

CSR: Safety / Regulation Characteristics

ANPQP: Renault / Nissan Alliance New Product Quality Procedure

EAQL: Repository for Logistics Quality Improvement Evaluation

AMDEC: Failure Mode, Effects and Criticality Analysis, similar to FMEA

TAG: Graphic Aptitude Test, process capability evaluation tool

A2M: Process capability calculation tool

DAQ: Quality Assurance Record

PPM: part per million

AVES: Vehicle Audit

8D: 8 Topics, corrective measure definition tool

Quality Wall: Non-compliant parts containment tool, similar to “controlled shipment”

Firewall: Similar to Quality Wall (DQDA tool)

DQDA: Purchasing Quality Department

ASES: Standard Tool of the Renault/Nissan Alliance for the evaluation and selection of organizations

Rank-up: Activity to support the improvement of suppliers ranked less than “B” in ASES

ASAS-P: Standard tool of the Renault/Nissan Alliance for the manufacturing processes analysis

Quality Alerts: Formal communication of the Renault/Nissan Purchasing Department describing the situation and implications of the event.

8 Attachments

- Attachment 1:
- Attachment 2:
- Attachment 3: