



# SUPPLIER HANDBOOK

**FORTACO**

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# FOREWORD

**Fortaco is the leading** brand-independent strategic partner to the heavy off-highway equipment and marine industries, offering technology, vehicle cabins, steel fabrications and vehicle assemblies.

Fortaco Group has operations in multiple European Business Sites and Technology Hubs, which are supporting our global customers.

We benchmark ourselves to the automotive industry and standards to secure maximized value add for our customers as a true Tier 1 partner. We have the right quality, the right delivery accuracy and the right price.

Our reputation is the foundation for our success and it stems from our values: Respect, Simplicity and Speed. Fortaco Values are the basis for our Code of Conduct. Our ambition is to be the most desired partner in our industry.

We strive for a safe, injury free work environment where everyone is committed to and active in driving risk reduction and zero accidents. Our goal is to exceed our customers' expectations for quality, to deliver reliable and defect free products and to improve continuously. We aim to be in harmony with our environment, always improving our resource efficiency and achieving full compliance with legal requirements and regulations.

We expect all our Suppliers to live with our values and take responsibility for their contribution to achieve our Quality, Health, Safety and Environment ambitions.

# INTRODUCTION

## Fortaco Values

Fortaco Values guide our mindset and attitudes and provide a common framework for the behaviors we expect from all our people. This can only be achieved by mutual cooperation with our business partners, who follow the Fortaco core values:

### RESPECT

Fair and equal play, trust, teamwork, transparency, diversity

### SIMPLICITY

Straightforward, proactive, solution seeking, value adding, eliminating waste

### SPEED

Customer mindset, fast & intelligent solutions, highest quality, learning mentality

## Purpose of Supplier Handbook

This manual defines Fortaco's minimum requirements which apply to all Fortaco's direct material suppliers globally, including sub-tier special process suppliers and service providers.

Requirements specified below extend from supplier evaluation through the new product implementation phase until serial production and services.

## Supplier Responsibility

- Suppliers are responsible for meeting Fortaco Supplier Quality Manual, Code of Conduct and project specific requirements.
- Suppliers shall adopt the philosophy of Zero Defects Mindset and 100% On Time Delivery.
- Suppliers shall demonstrate their compliance to ISO 9001:2015, this requirement also concerns their sub-suppliers and sub-contractors.
- Suppliers have full responsibility of their sub-supplier quality assurance.
- Suppliers are required to notify a Fortaco representative immediately when made aware of a potential safety issue concerning products and services.

# GENERAL REQUIREMENTS FOR SUPPLIERS

## Business Vision and Strategy

Supplier shall have an understanding of the current status of their company and clear business vision of where they would like the company to be in the future. Management shall have an updated strategy and plan on how to achieve its targets.

## Business Metrics and Controls

Supplier must have a set of Key Performance Indicators (KPI) giving management information on the status and progress of the key strategic targets of the company. Management shall use these indicators to monitor and review performance as well as initiate improvements.

## Continuous Improvement

Supplier must have performance improvement programs based on strategy elements, Key Performance Indicators, quality and environmental objectives, customer satisfaction surveys etc.

At suitable intervals, management shall review the status of these programs and take necessary actions.

## Ethical Values

Supplier shall have a documented policy or framework demonstrating commitment to the ethical business conduct. The policy must include commitment to ethical business behaviour and respect for human rights.

Management has to ensure that the policy is communicated, understood and implemented at all levels of the organization.

## Human Resources

Supplier shall have documented Human Resource policies for ensuring that employees are treated with respect and dignity with compliance to local labour law and recognized international labour standards. Supplier shall not use any form of forced or compulsory labor and not be engaged in any practice inconsistent with the laws and regulations regarding child labor.

Supplier must ensure that the physical and mental working conditions allow employees to perform their tasks safely and efficiently.

## Government Regulatory Compliance

Supplier has to recognize and comply with all applicable laws, governmental regulations and rules including those in the country of manufacture and the

applicable European regulations. These regulations relate to the health and safety of workers, environmental protection and usage of toxic and hazardous materials as well as free trade.

## Health & Safety

Suppliers shall minimize health, safety and environmental risks to prevent business interruption and damage to company reputation.

Certification to OHSAS 18001:2007 (ISO 45001 from 2018) or equivalent is strongly recommended.

## Environment

Suppliers have to be actively engaged with environmental concerns and establish environmental management system according to ISO 14001:2015 or other equivalent standard.

Certification to the environment management system ISO 14001:2015 is strongly recommended.

### REACH and RoHS

On the basis of European Directives for registration, evaluation, authorization and restriction of chemicals (REACH-EC 1907/2006 and restriction of hazardous substances directive (RoHS 2) 2011/65/EU:

- Suppliers shall comply with all applicable REACH & RoHS requirements that affect the products they supply to Fortaco.
- Supplier is required to provide evidence within one week upon request from Fortaco.

### Conflict Minerals

Those Fortaco's customers having operations in the US are requested to report conflict minerals according to Dodd-Frank Act: Section 1502. Fortaco expects that Suppliers and manufacturing subcontractors have in place policies and measures, which will enable reasonable assurance that purchased materials do not include Conflict Minerals (tantalum, tin, tungsten, gold) from the military conflict area of the Democratic Republic of Congo (DRC). A declaration or other relevant information might be requested from suppliers.

## Language

Fortaco's official language is English and all official communication shall be done in English. Documents may be submitted in other language(s), but must also include an English translation.

## Documentation

A ten year retention period applies to following documentation related to the products delivered to Fortaco:

- approval documents (PPAP/ISIR/Derogation Permission)
- technical and material specifications
- drawings
- material certificates
- inspection and measuring.
- lot traceability information, when specified

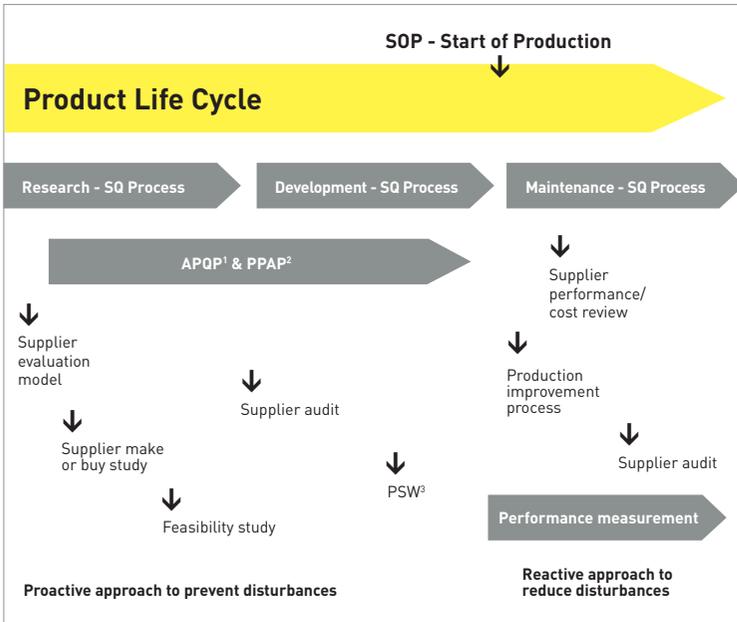
The documentation shall be stored in a way that ensures no loss of data. Archived documents shall be available upon Fortaco’s request.

### Contingency Plan

Suppliers have to develop a contingency plan for potential hazards which may disrupt product flow to Fortaco, and advise a Fortaco representative immediately in the event of an actual production interruption.

# FORTACO QUALITY REQUIREMENTS

## Supplier Quality Development Process



<sup>1</sup>APQP - Advanced Product Quality Planning, could also be referred to as PQAP - Part Quality Assured Plan

<sup>2</sup>PPAP - Production Part Approval Process

<sup>3</sup>PSW - Part Submission Warrant

Pic.1. Supplier quality development process

## Supplier Qualification and Approval

New potential supplier, who wishes to supply products to Fortaco has to:

- approve conditions included in Supplier Non-Disclosure Commitment <sup>1</sup>
- complete and submit Request For Information, Quality Self-Assessment Questionnaire and Supplier Financial Evaluation Form <sup>2</sup>
- demonstrate compliance to ISO 9001:2015
- meet all quality, commercial and financial requirements of the relevant Fortaco product line.

During the supplier selection and assessment phase, Fortaco may perform various audits to evaluate supplier capability. Suppliers that initially do not fulfill requirements may be allowed to develop action plans to correct any deficiencies and then request a re-audit to verify implementation of these plans.

Fortaco, when necessary, reserves the right to audit the critical processes of sub-suppliers to verify that proper controls are in place throughout the entire supply chain.

Entering on the list of approved Fortaco suppliers is preceded by conferment of an individual supplier number.

Customer nominated suppliers shall also meet the criteria defined by this document.

## Sample Submission and Approval

### Pre-Production Phase

Prior to a quotation, supplier is obligated to verify the manufacturability of a quoted item on the basis of the necessary documentation and consideration of Zero Defect Mindset and 100% On-Time-Delivery.

This includes, but is not limited to the feasibility in terms of:

- quantity
- quality
- technology
- logistics
- Fortaco specific requirements.

Supplier must address each section of received Request For Quotation (RFQ) and include all requested supporting documents when responding.

If Supplier determines that it is not in a position to comply with the given requirement(s), Supplier is obligated to inform a Fortaco representative in written form about this, and if possible, submit appropriate suggestions to reach feasibility.

Supplier is encouraged to propose improvements towards simplifying manufacturability, improving quality and optimizing costs. These suggestions can be transferred and introduced into the product and process documentation after a mutual agreement.

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<sup>1</sup> Appropriate form is delivered by Fortaco representative

<sup>2</sup> Templates to be downloaded from [www.fortacogroup.com](http://www.fortacogroup.com)

By submitting an offer, Supplier explicitly confirms the feasibility of a quoted item.

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

An APQP process approach is recommended to all suppliers regardless of component type and priority.

### **Production Part Approval Process (PPAP)**

Prior to start of serial production supplier has to perform a process and product release and confirm these by the required documentation.

Validation and approval of a product/service (PPAP) is required in the following cases:

- New Product Implementation (NPI)
- changes performed to an existing product, including significant changes to product design, material, supply chain, manufacturing process or relocation of production equipment to a different location.
- temporary non-conformances detected on a product in serial production.

Unless otherwise specified in RFQ, Supplier shall provide approval documentation, which consists of:

- Part Submission Warrant (PSW)
- actual technical drawing
- raw material certificate according to EN-10204 3.1
- measurement report covering all relevant characteristics defined by the available technical specification
- packaging instructions.

In addition to approval documents listed above, sample(s) of a quoted product might be requested.

If the individual required elements are not known to Supplier, or if the requirements are unclear, Supplier is obligated to contact a Fortaco representative to have the unclear items clarified.

## **Product Implementation for Serial Production**

### **Process and Product Requirements**

This chapter includes the recommended quality tools which aid in successful implementation of new parts for serial manufacturing.

### **Lot Traceability**

Suppliers must engage an effective traceability system for all produced materials. The data available on shipment documents shall be linked to the lot traceability system such a way that the delivered product can be traced back to the raw material.

In addition to materials traceability, the system must be capable of providing the production history, including:

- performed rework operations
- test records
- machine settings influencing product performance
- changes in supply chain

Suppliers must ensure that their lot traceability system maintains its integrity throughout the entire supply chain.

**FIFO**

Whenever feasible, suppliers have to maintain FIFO (First-In-First-Out) inventory management practice to avoid the mix-up of batches and to be able to trace them back.

**Material Certification**

Suppliers have to maintain a copy of all procured raw material certifications which must be retrievable and include material specification, alloy or resin description and achieved test results. Such material certificate must be prepared according to EN 10204 3.1.

It is Supplier's responsibility to ensure ongoing adherence and control during production.

**Special Characteristics**

Special characteristics identified on Fortaco drawings, related to product safety, government regulations, product performance etc. require special control during Supplier's production process. Special characteristics needs to be addressed in control plans.

**Process Flow Chart**

Supplier should describe the correct flow of subsequent steps in the entire manufacturing process. It is recommended to prepare such a description in a graphical form, which promotes the understanding of the process, identifies problem areas and improvement opportunities as well as easily depicts customer-supplier relationships.

**FMEA**

Whenever possible, Supplier is suggested to develop and implement Product and/or Process FMEA as the most effective tool to identify supplier related risks. The usage of a latest AIAG Potential Failure Mode & Effects Analysis (PFMEA) manual as the reference document is advised.

**Control Plan**

A Control Plan, including the product and process characteristics, measurement methods and necessary reaction plans for deviations, is expected from Supplier for volume production. The Control Plan must appropriately reflect the same steps and flow established by the Process Flow diagram and PFMEA.

**Preventive Maintenance**

To follow an 'on-time-delivery' mindset, Supplier must develop and implement a preventive maintenance system covering the plant, equipment, production machines and tools. A maintenance plan, available in written form, must include a scope of maintenance, time intervals between and records from already conducted repairs. Supplier should also ensure availability of spare parts related to the key processes.

**Packaging and Labelling**

Materials and components delivered to Fortaco have to be protected adequately to minimize the possibility of damage during transportation and handling. Supplied goods should be labelled to allow easy identification. The methods used for marking the lot numbers must support identification and failure investigations through all phases of the product life cycle.

The packaging details must be included in the PPAP approval documentation.

### **Customer Satisfaction**

Supplier must establish a method to evaluate feedback from Fortaco in the following areas:

- parts quality
- warranty and field returns
- delivery schedule performance
- issued claims
- major disruptions

Supplier must monitor the performance of their manufacturing processes to demonstrate compliance with the Fortaco requirements for product quality and efficiency of the process.

## **Serial Production Processes**

### **Change Management**

After the final product approval, Supplier is not allowed to make any significant changes without a prior written notification and agreement received from a Fortaco representative.

The list of changes in process or product requiring mandatory notification and approval:

- other construction or material than was used in the previously approved product
- new source of raw material
- production from new or modified tools, which due to their unique form or functions influence on the integrity of a final product (this is not applicable to standard tools)
- production from tooling and equipment transferred to a different plant location or from an additional plant location
- change of subcontractor for parts or services, e.g. heat-treatment, plating, coating or welding, which affect on fit, form, function, durability or performance
- test method or inspection method changes used for special characteristics

To achieve necessary approval, Supplier must submit a written request to Fortaco via e-mail, addressed to a responsible Sourcing Manager. The written request is including detailed description together with all supporting validation data (e.g. dimensional reports, capability studies, performance testing, before/after process parameters, control plan) and detailed timeline behind the implementation.

Suppliers must assure that they receive a written acknowledgement of the request.

The application will be checked by Fortaco and its final decision to be communicated to Supplier. Fortaco reserves the right to conduct an audit or initiate a PPAP process for this reason.

Fortaco reserves the right to invoice any internal and external cost associated with non-communicated or unauthorized changes at Supplier's manufacturing facility or any subsupplier facility.

### **Supplier Audit**

Supplier audit is carried out to assess supplier quality in order to minimize the risk of new supplier selection and verify supplier compliance level with imposed requirements.

→ Supplier facility access

By prior notice, Supplier must allow Fortaco and Fortaco customers' access to their facilities at any time for the purpose of evaluating parts, processes, documents, methodologies and systems used in the manufacturing of Fortaco products.

The same applies to sub-suppliers, authorized and obligated to confidentiality.

→ Audit application

Supplier audit is carried out to assess supplier quality potential in order to minimize the risk of new supplier selection and verifying of a supplier compliance level with imposed requirements.

Fortaco Supplier Audit can be conducted because of, but not limited to the following reasons:

- new supplier
- new technology
- new location (transfer of production)
- product launch and process approval
- customer complaints/rejects
- escalation stages
- periodic monitoring (part of current audit program)

→ Audit Classification and Action Plan

Adding an assessments for each question contained in the Supplier Audit Form <sup>3</sup> results in an overall classification: A, B or C (see Tab.1).

<b>General audit classification</b>	
<b>A</b>	Quality Capable – Overall result $\geq$ 90% – No questions assessed as "Not achieved"
<b>B</b>	Conditionally Quality Capable - Overall result between 50–90%
<b>C</b>	Quality not capable – Overall result $<$ 50%

Tab.1. General Supplier Audit Classification

A Corrective Action Plan is developed by Supplier based on Supplier Audit findings. The audited organization is responsible for implementing actions, and a person responsible for the process has to monitor implementation.

The confirmation of the effectiveness of taken actions must be documented by a note in an action plan, with a date, by a person responsible for the process. The responsible person must inform the auditor about the result of effectiveness check.

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<sup>3</sup> Supplier Audit Form Template is available on Fortaco web: [www.fortacogroup.com](http://www.fortacogroup.com)

→ Potential follow-up actions

If the effectiveness of the actions is not confirmed, possible follow-up actions are:

- escalation
- problem analysis
- re-audit

**Claim Management**

→ General requirements

Notice of an encountered quality or delivery issue at Fortaco is reported to Supplier in written form (dedicated web-application, e-mail or fax). Supplier must start to process the submitted complaint according to the 8D methodology immediately after its arrival.

A problem solving process must be reported by Supplier to Fortaco with Corrective Action(s) Report or equivalent on a regular basis.

**Corrective Action(s) Report**

Date issued:	Date revised:
Inspection report #:	Part #:
Supplier name:	Drawing #:
Supplier #:	Part description:
Supplier contact:	Issuer:
Rejected q-ty at FORTACO:	Rejected q-ty after investigation:
<input type="checkbox"/> New launch? <input type="checkbox"/> Recurrent issue? <input type="checkbox"/> Safety issue?	

<b>8D</b>	<b>D1. Team</b>			
	Leader Name	Position held	Phone No.	e-mail
	Team Member Names	Position held	Phone No.	e-mail

Pic.2. Reporting schedule

→ Reporting rules

The first written notification of a claim sent to Supplier should contain:

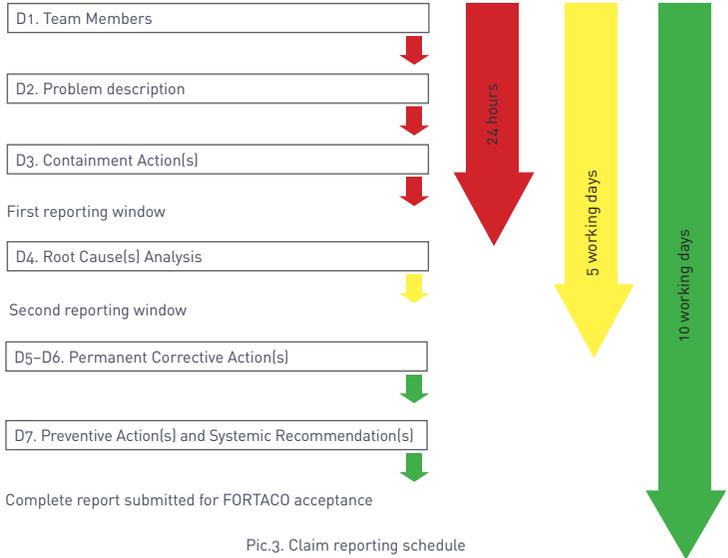
- information, which makes proper identification of an existing problem and allows to define the problem's extent
- preliminary Fortaco Corrective Action(s) Report
- reporting time schedule (if it is different than specified hereinafter).

Although all necessary information is received in written form, Supplier is allowed to investigate claimed items for reviewing and for further evaluation (if possible).

Fortaco expects the following deadlines for a problem solving process (Pic.3) and reporting (Supplier's responsibility):

- Containment actions must be implemented and reported within 24 hours after the first problem submission (sections D1–D3 on Fortaco Corrective Action(s) Report)
- Root cause analysis should be reported within 5 working days (section D4)
- Complete claim report should be handled and closed within 10 working days, unless otherwise specified (sections D5–D7)

**Claim Submission to Supplier**



In case of a prolonged investigation process or prolonged implementation of defined individual actions, Supplier must inform Fortaco by using an interim Corrective Action(s) Report containing the current status of results achieved and further activities.

→ Evaluation of Reject Rate

Reject rate includes the following:

- quantity of verified non-conform items at work in process and transport
- quantity of reworked items
- quantity of suspected items returned to Supplier – this quantity shall be adjusted by issuer after receiving appropriate information regarding real defectiveness from Supplier

Items with the valid approval of the deviation are not considered to be reject rated.

The reject rate of bulk material (raw materials, consumables, labelling and contamination) covers all affected parts/exchange units (pcs, kg, m, litres, etc.)

→ Containment action(s)

Supplier must start immediately an extensive evaluation and implementation of urgent activities in all required areas (customer, transit, supplier and sub-supplier), just after the claim submission so that it can be ensured that more defective parts cannot get into a shipment and to Fortaco.

Supplier must immediately notify all impacted Fortaco locations upon discovery, that it may have shipped non-conforming suspected products. The notification must be sent to quality and logistic representatives.

All Fortaco locations receiving the same product must be notified.

→ Root Cause Analysis

Supplier has to conduct a detailed root cause analysis before introducing corrective actions. Fortaco recommends the fault-tree principle (5M) to identify all (including potential) influencing factors.

Proper measures for each individually identified cause must be introduced.

→ Corrective action(s)

Corrective actions proposed by Supplier must include:

- the best solution which eliminates the root cause
- the best solution which warns about the first symptoms of the problem
- evidence that the proposed solution will be effective after implementation
- evidence that the chosen solution will not cause any side-effects (additional problems).

→ Costs

Cost recovery activities will be initiated by Fortaco when it is determined that the affected Supplier is responsible for shortcomings in quality or delivery.

Potential costs incurred may include, but are not limited to scrapped defective parts (components, semi-finished products and ready goods), warranty returns, assembly line downtimes, inspection costs, external and internal analysis costs, transit costs, rework, accounting services as well as all justified costs presented to Fortaco by its customers.

Exact information about the total costs will be provided to Supplier in a separate file.

The level of cost recovery against concerns will be a significant factor in Fortaco sourcing decisions.

→ Auditing

Fortaco is entitled to investigate Supplier's activities connected to the open issues on-site at any time. The same applies to third parties authorized and obligated to confidentiality by Fortaco or its customers.

→ Warranty

The top priority for Fortaco is to deliver high quality products with minimum risk to customers. Therefore, avoiding failures and non-conformities is essential.

When a field failure is determined being a result of Supplier's or Sub-supplier's product, an affected side is notified by receiving a warranty claim. Supplier is expected to participate in the problem solving process based on the 8D methodology.

It is expected that all Fortaco Suppliers have a process established to handle, analyze, investigate and report about corrective actions and their implementation.

## Supplier Performance Rating (SPR)

Fortaco conducts a regular monthly evaluation of direct material Supplier's performance, which is based on the criteria and rules specified below. Target is to promote Zero Defects and 100% On-time Delivery.

The SPR calculation considers three different parameters: PPM, Delivery Precision (DPR) and Number of Non-conformity reports (NCR) with different weighting (Tab.2). This approach has been chosen because SPR is a better indicator and provides a more realistic picture of an evaluated supplier than PPM or delivery precision measured separately.

PPM level (PPM)		Points	Delivery precision (DPR)		Points	Number of claims (NCR)		Points
0		0	100%		0	0		0
1	1000	5	95%	99%	5	1		10
1001	10000	10	85%	94%	10	2		20
10001	50000	15	50%	84%	15	3		30
> 50000		25	< 50%		25	≥ 4		50

Tab.2. Measurement criteria

Supplier's performance is calculated for each calendar month separately, and the SPR results are available during the first half of the following month.

Supplier Performance Results are communicated to selected suppliers by using Supplier Scorecard (Pic. 4):

- monthly – in case of serious quality/delivery incidents
- annually – to communicate the overall quality results and targets.

Suppliers are encouraged to proactively submit an improvement plan, if their monthly SPR goes below the threshold of 50%.



Pic. 4. Supplier Scorecard

**Supplier Classification and Fortaco Reaction Plan**

The performance thresholds have been set as shown in Tab.3.

Supplier Class	SPR (%) Achievement	Reaction plan
A – Quality Capable	≥ 90%	Potential communication with the Supplier.
B – Conditionally Quality Capable	≥ 50% < 90%	<ul style="list-style-type: none"> <li>• Discussion of the results with Supplier</li> <li>• Supplier self-assessment or Fortaco Supplier Audit</li> <li>• Preparation and implementation of Supplier corrective action plan</li> </ul>
C – Quality Not Capable	< 50%	<ul style="list-style-type: none"> <li>• Obligatory on-site discussion of the results with Supplier</li> <li>• Fortaco Supplier Audit</li> <li>• Supplier nomination on Quality Improvement Plan</li> </ul>

Tab.3. Supplier classification and Fortaco reaction plan

**Calculation Method**

Monthly score:

$$SPR = PPM + DPR + NCR$$

$$SPR[\%] = [1 - (SPR/100)] \times 100\%$$

Annual score:

$$SPR[\%] = [1 - (SPR_{JAN} + SPR_{FEB} + \dots + SPR_{NOV} + SPR_{DEC}) / 1200] \times 100\%$$

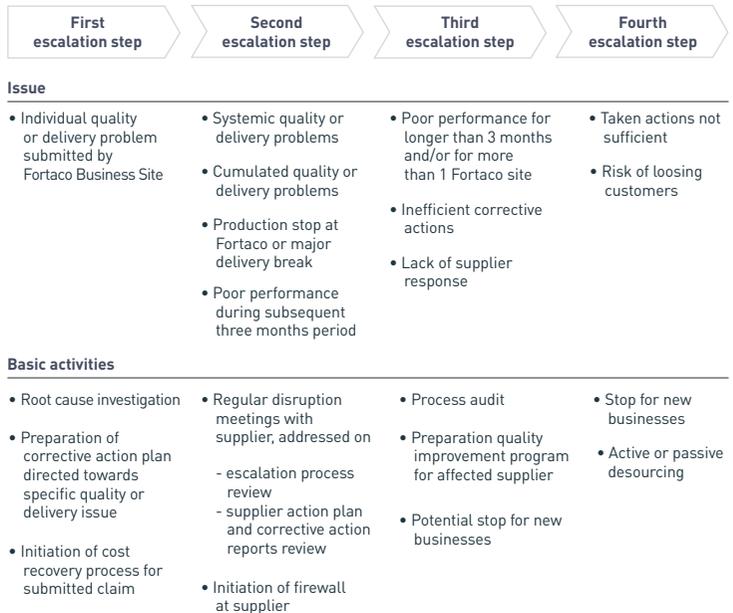
Example: Supplier X has delivered to Fortaco 100 (one hundred) parts in total within preceding month achieving DPR=90%. 1 (one) affected component was rejected by production line operator, the rest of them were checked but not more defective pieces found. Because of raised quality issue Fortaco SQA submitted 1 quality claim towards Supplier X. In such case we have:

$$SPR = 10(PPM) + 10(DPR) + 10(NCR) = 30$$

$$SPR[\%] = [1 - (30/100)] \times 100\% = 70\%$$

**Escalation Process**

Fortaco escalation process involves four steps (Pic.5). It starts with one of the Fortaco facilities submitting a complaint against the affected supplier for a quality or delivery issue and ends eventually on the termination of the partnership, if all the taken actions have failed.



Pic.5. Escalation steps

When an exit criteria, defined for each single step is met, Supplier will be moved back to the no-action-required status.

# DEFINITIONS

**8D** – problem solving method used to identify, correct and eliminate problems that follow the logic of the PDCA cycle.

**Advance Product Quality Planning (APQP)** – a structure activity which plans, tracks and reports the development of a process to manufacture a component/material/assembly to meet customer requirements.

**Control Plan (CP)** – reflect a strategy for controlling Processes and Products to ensure that all outputs remain in a state of control. Well-designed control plan is able to react to changing process conditions via written descriptions of the actions that are required at each phase of the process from receiving through shipping.

**Corrective Action(s) Report** – a formal written submission to Fortaco describing action(s) taken to eliminate the cause(s) of an existing nonconformity or other undesirable situation in order to prevent recurrence.

**Delivery precision (DPR)** – a ratio of the quantities delivered within a predetermined time window (2 days early and 1 day late arrival against confirmed delivery date) in relation to the quantity received in total. Received quantities are considered for metric units: kg, meter, liter and square meter.

**Failure Mode and Effects Analysis (FMEA)** – a team process that identifies and controls potential failures before the product goes into production.

**ISO 9001** – quality management systems standards designed to help organizations ensure that they meet the needs of customers and other stakeholders while meeting statutory and regulatory requirements related to a product or program.

**Non-Conformity Report (NCR)** – a claim submitted toward affected supplier.

**Part Submission Warrant (PSW)** – form that summarizes the whole PPAP process. It is formal supplier's confirmation that there are no deviations and serial production can be started or that PPAP cannot be submitted. A submission approval by Fortaco authorizes supplier to start production.

**PPM (Parts per Million)** – an indicator calculated by following formula:  
$$\text{PPM} = (\text{No. of Defective Parts} \div \text{Total number of parts received}) \times 1000000.$$

**Process Flow Chart (PFC)** – a chart indicating all production steps and their sequence in the fabrication process, including incoming components.

**Production Part Approval Process (PPAP)** – process that is designed to demonstrate that the component supplier has developed their design and production process to meet the customer's requirements and to minimize the risk of failure.

**Production Part Approval Check Sheet (PPAP Checklist)** – a document intended to clearly identify requirements and eliminate ambiguity between Fortaco and the supplier, prior to production of new or changed parts.

**Request for Quotation (RFQ)** – is a process which purpose is to invite suppliers into a bidding process for a specific products or services.

**Special Characteristic** – figure describing product characteristic and/or process parameter which has a significant influence on the product performance.

**Start of Production (SOP)** - the date when serial production starts.



# CONTACT

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302 37 Halmstad, Sweden

## Business Sites

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### **Holič**

Fortaco s.r.o.  
Staničná 788/11  
908 51 Holič, Slovakia

### **Kurikka**

Fortaco Ostrobothnia Oy  
Paulaharjuntie 6  
61300 Kurikka, Finland

### **Janów Lubelski**

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23-300 Janów Lubelski, Poland

### **Narva**

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Narva 20309, Estonia

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### **Kalajoki**

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# FORTACO

**Fortaco** is the leading brand independent strategic partner to the heavy off-highway equipment and marine industries offering technology, vehicle cabins, steel fabrications and vehicle assemblies.

**Fortaco Group** has operations in multiple European Business Sites and Technology Hubs, which are supporting our global customers. We benchmark ourselves to the automotive industry and standards to secure maximized value add for our customers as a true Tier 1 partner. We have the right quality, the right delivery accuracy and the right price.

**Together** we want to reshape the way things are produced.