



## Quality Policy

As one of the leading manufacturers of brake friction materials to the automotive and brake industry, TMD Friction strives to become well known all over the world as **friction experts**, to contribute actively to future mobility as **innovation leaders** and to act mindful of our resources as a **sustainable company**. It is our aim to challenge ourselves to achieve the highest quality standards and build robust processes as we strive to exceed our customers' expectations.

To achieve our goals and ensure customer satisfaction, TMD Friction commits to the following key aspects:

### Management System

Our certified Quality Management System ensures compliance with international standards, such as ISO 9001 and IATF 16949, and provides the basis to achieve the above-described aims. It provides also the framework for all our processes, continuous improvement and risk-based thinking.

### Requirements of Interested Parties

Understanding and integrating legal, statutory, regulatory and customer requirements into our processes ensures internal and external customer satisfaction. We understand that our interested parties' needs are constantly changing and we aim to evolve and provide solutions to meet those needs.

### Our Products and Services

We strive to provide an outstanding service and product quality. Conformity of production and product safety are our main priorities.

### Kaizen (Continuous Improvement)

We commit ourselves to Kaizen (continuous improvement) in all areas. To improve our quality performance sustainably, we set and strive to achieve ambitious goals every year, and motivate our employees to live that principle.

### Our Mindset

Everyone within the company is responsible for the quality of their work and compliance with the quality standards and legal, statutory, regulatory and customer requirements. In line with our values, we support a culture where we empower, remind and challenge each other to live up to that responsibility. We will continue to foster and run our current communication and training infrastructure (e.g. TMD Academy) to create a culture of learning.

### Our Responsibility

Qualified and committed employees with clear roles and responsibilities working in teams are the key factors in achieving our goals. We understand the value of having long-term partnerships with our employees and business partners.



## Quality Principles

Our Quality Principles describe the core aspects of our Quality mindset. We strive to spread this mindset throughout the organisation and use it as a guideline for our daily activities.

1. **Quality Management System (QMS) – the foundation of everything we do**
  - "Input - process - output" is the basis of all our activities
  - We ensure that processes we own are described, communicated and standardized through procedures or work instructions
  - We establish SMART KPI targets, measuring the effectiveness and efficiency of the process and communicate them clearly to all relevant process stakeholders
  - We monitor our process performance on a regular basis and if targets are not met, we react immediately with specific counter-measures, that we track closely
2. **Internal & External Customer satisfaction – the ultimate objective**
  - We deliver only failure free products and reliable services to our customers.
  - We treat each customer with respect and honesty and we are always open for a dialogue, as customer trust is the key
  - We work in line with customer specific requirements
  - We understand process thinking therefore we know that our colleagues are our first hand customers
  - We consider customer satisfaction the key driver of any process we establish and develop
  - We monitor and develop our suppliers to ensure high quality on our products
3. **Systematic problem solving – our basic tool set**
  - We accept that failures can occur, but we aim to not repeat the same mistakes, having "lesson learned" as part of our mind-set
  - We are empowered to point out quality issues openly and in real time
  - We are empowered to stop immediately processes or activities which are causing quality issues
  - We know that even the smallest process correction can make a big difference, therefore we don't hesitate to take actions
  - We encourage open communication on best practices & lessons learned through the complete organization
4. **KAIZEN (continuous improvement) – our attitude to strive for progress**
  - We always look forward to perform better and continuously improve processes, products and ourselves
  - We highly appreciate quality observations and improvement suggestions, no matter the source (external or internal audits, Gemba walks, direct communication from colleagues etc.)
  - We look on the past only for a clear root cause definition but then we focus on the future improvements, corrective and preventive actions
  - We do not accept "Ideal/perfect processes", there is always a way to improve!
  - We accept contradictory opinions and we welcome them as long as they are constructive but we do not accept blaming culture
5. **Achievable expectations always – deliver knowledge and clear expectations is our way to secure achievements**
  - We deliver necessary trainings and information to ensure all employees can perform and deliver high quality job results
  - We continuously aim to increase our qualification
  - We understand we cannot expect results without a clear statement of the expectations
  - We strive to monitor the performance by using relevant and measurable indicators
  - We "Say what we Do and we Do what we Say" therefore we understand the value of our training materials, WI's and procedures
6. **"High Quality" in all we do – our contribution to TMD success**
  - Independently from which job we do or which position we are holding, we are all representing QUALITY
  - We are producing the products & services in the right quality (according to specification), on time and within the right costs
  - We all understand cost of non-quality affects our company success
  - We all aim towards Zero Failures in everything we do

**This Policy is binding for all companies, sites and functional areas of the TMD Friction Group and its affiliates.**

TMD Friction Holdings GmbH

  
David Baines  
CEO & President

  
Robert Roiger  
Co-CEO TMD Friction Group