



Supplier Quality Manual



Supplier Quality Manual



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Introduction

The purpose of this document is to communicate Lapeer Industries Inc. requirements for quality systems of companies that provide us with production goods or services. Suppliers to Lapeer Industries Inc. are responsible for periodically checking that they are using the current revision and following this document via the Lapeer Industries Inc. website at www.LapeerInd.com.

The goal of Lapeer Industries Inc.'s Supplier Quality Manual is to communicate clearly the conditions for doing business with Lapeer Industries Inc. and to develop systems that drive continual improvement, prevent defects, reduce variation and waste in the entire supply chain. Information presented in this manual takes precedence, unless officially notified by authorized Lapeer Industries personnel.

Suppliers are responsible for the quality of their products and services. Our suppliers are expected to have:

- Zero incidents
- Zero disruptions
- Provide products with zero defectives
- Flawless delivery performance
- On-time responsiveness to issues.

The original Lapeer Industries Inc. Supplier Quality Manual is a controlled document. Copies of this distributed to suppliers, printed or downloaded are considered uncontrolled and will not be automatically updated. Suppliers are required to check the website periodically for revisions (www.Lapeerind.com).

Requirements for Supplier Approval

Purchasing Contact

All requests to become a supplier to Lapeer Industries Inc. must go through the Purchasing Department. The Purchasing Department will initially assess any business opportunities that are of mutual interest, and will initiate the approval process at Lapeer Industries Inc.

Supplier Quality System Site Self-Audit Checklist

A supplier or potential supplier will complete the supplier self audit checklist in order to provide Lapeer Industries Inc. with a general understanding of their quality management system.

On-Site Quality System Site Audit Checklist

An on-site quality system audit checklist may be required prior to issuance of any initial purchasing agreement. The assessment will be conducted by a Lapeer Industries Inc. representative(s) and will verify the existence of a quality system and the disciplines necessary to meet Lapeer Industries Inc.'s requirements. Lapeer Industries Inc. reserves the right to re-assess current suppliers prior to placement of new business, as

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a result of a supplier's quality performance, when there is a change in the supplier's facility or processes, a change in ownership, a significant change in the nature of the product previously supplied, or as part of Lapeer Industries Inc.'s Supplier Quality Surveillance Program (also applies to Tier 2 suppliers).

Specific Requirements:

1. Quality System:

Suppliers must have a documented quality system in compliance with either ISO 9001:2015, AS9100, IATF 16949, or NADCAP and agree to on-site assessments. It is preferred that suppliers be registered to one of the standards listed above or in the pursuit of registration. A detailed time line and implementation plan for attaining certification shall be submitted to the Lapeer Industries Inc. Purchasing Department if third party certification has not already been achieved.

2. Right Of Access:

Supplier must grant the right of access to Lapeer Industries Inc., their customer, and regulatory authorities to all facilities involved in the order and to all applicable records.

3. Advanced Product Quality Planning (APQP):

As requested, the Supplier must have resources available and capable of participating in APQP, including such efforts as Feasibility Reviews, FMEA's, Design Reviews, Prototype Production, and Production Part Approval Process.

4. Material and Process Specifications:

Suppliers must produce products for Lapeer Industries Inc. to the specific material and process specifications. In certain cases, we will require approval of supplier's sub-suppliers.

5. Engineering Source Approval:

When Lapeer Industries Inc. specifies specific material (typically trade name or proprietary) or sources, Lapeer Industries Inc. must approve all material or source changes.

6. Hazardous Materials:

Suppliers must supply all information related to Hazardous Materials, and satisfy all governmental and safety requirements. Suppliers will be required to submit Material Safety Data Sheets (MSDS) for all identified items.

7. Supply Chain Management:

Suppliers must be willing to identify and manage their own entire supply chain. It is a supplier's responsibility to ensure that its own suppliers meet Lapeer Industries Inc. product requirements.

8. Managing Change:

- Suppliers must agree to notify Lapeer Industries Inc. of any intended process change and obtain Lapeer Industries Inc. approval **prior** to implementation.

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- Suppliers must also make this a condition of their own entire supply chain. In some cases, samples and documentation will be required as part of the approval process.
- **There shall be no change to the Specifications, Part Drawings and Purchase Order Requirements or to the Process without written approval from Lapeer Industries Inc.**
- If the supplier has an improvement or concern that can only be resolved with a process change, a Supplier Change Request containing a complete description of the change with the reason accompanied by supporting documentation, should be submitted to the Lapeer Industries Inc. Purchasing Department.

9. Special or Key Characteristics

- Special or Key Characteristics are shown on current drawings using symbols that identify the importance level.
- It is the supplier's responsibility to incorporate these Characteristics into the Control Plans, PFMEA's, and Work Instructions of all products supplied to Lapeer Industries Inc.
- Other important characteristics shall be conveyed by the Quality Manager or the Purchasing Department.
- Suppliers are expected to have their key processes under statistical control consistent with the guidelines of the current ISO 9001:2015 Standard and related reference manuals.
- Features or properties (dimensional, visual, functional, mechanical, or material) which are designated to communicate to either manufacturing operations or suppliers the significance of these characteristics and the need to ensure the production process has inherent capability or sufficient control for meeting the specification / tolerance limits.
 - a. **Critical** is where special due diligence is required since the consequence of a likely assembly or manufacturing variation outside of specification could cause unsafe product function.
 - b. **Major** is a variable characteristic where the reasonably anticipated variation within specification (target or tolerance) would significantly affect customer satisfaction with a product. In the instance where a Major characteristic can only be evaluated with attribute data, continuous improvement is not required since all products must be conforming.
 - c. **Significant** is a characteristic in which the customer is equally satisfied across the entire specification, with high customer dissatisfaction immediately outside of the specification.
 - d. **Minor** is used for all other characteristics which are not classified. This is a characteristic where there is no customer satisfaction loss inside the specification. The customer is equally satisfied across the

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specification and the customer does not have a high dissatisfaction immediately outside the specification.

10. Production Part Approval Process (PPAP)

Level 3 PPAP is required for all submissions unless specified otherwise by the Lapeer Industries Inc. Quality Department or as otherwise identified on the purchase order. PPAP's are to be submitted directly to the Quality Departments shown on the purchase order. The review of PPAP submissions from Tier 2 suppliers may also be required.

NOTE: PPAP shall be submitted in accordance with the AIAG manual or a First Article Inspection (FAI). The direction for which format to follow will be detailed on the Purchase Order; if no direction is provided on the Purchase Order, the default will be FAI. Additional requirements may also be specified by Lapeer Industries Inc.

11. Label Identification Requirements

The initial PPAP submission to Lapeer Industries Inc. and the first production run after PPAP approval shall be clearly identified on **all four sides** of the shipping container with the words: ATTN: QUALITY DEPARTMENT – PPAP Submission “or” – FIRST PRODUCTION SHIPMENT NOTIFICATION. The supplier should clearly specify whether the shipment is for PPAP or production. Any deviations to this requirement must be approved by the Lapeer Industries Quality Department prior to shipment.

NOTE: Any shipment of first production lots shall be preceded by a PPAP submittal and approval. Any deviation to this requirement must be approved by the Lapeer Industries Inc. Quality Manager.

12. Raw Material Requirements

Requirements for raw materials are conveyed to the supplier with the Request for Quote. The drawing includes but is not limited to information relating to scope, composition, hardness, size & tolerances, heat treat response, certification and bundle identification.

13. Material/Product Deviation

The supplier shall not deviate from Lapeer Industries Inc. engineering drawings, specifications or other Lapeer Industries Inc. requirements without written approval and/or deviation authorization. The supplier is responsible for the quality level of all material and/or product delivered to Lapeer Industries Inc. If the supplier detects a non-conforming condition, he shall submit a Request for Deviation for review of product. The written request shall be submitted to the Lapeer Industries Inc. Quality Department along with the following information:

- Part number and latest engineering change letter
- Quantity of parts affected
- Specification(s) involved
- Statistical analysis of the non-conforming characteristic(s), as applicable
- A statement of the requested deviation

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- The containment plan to be implemented
- Corrective/preventative action to be taken along with the time line for implementation which shall include the date and or lot number for the completed actions.

A Non-Conformance Report or Product Deviation will be issued.

Reference to the NCR or Product Deviation shall be clearly noted on the documentation of the non-conforming shipment.

14. Traceability:

When product traceability is a requirement, suppliers must provide unique identification of product batches/lots. In most instances components should be traceable to the raw material.

15. Verification of Purchased Product:

Suppliers must allow on-site product or process verification by Lapeer Industries Inc. or its customer.

16. Cleanliness Requirements

Lapeer Industries Inc. requires that all material shall be clean and free of contamination including debris adhered through residual magnetism. The supplier is responsible for ensuring that all material/product delivered to Lapeer Industries Inc. shall be clean and free of contamination from debris, and packaged in such a manner to assure material cleanliness. Other drawings and/or Purchase Order requirements may apply at times.

17. Shipment and Packaging Requirements:

Suppliers must comply with specifications for shipping and packaging. This includes labeling specifications or requirements. Lapeer Industries Inc. requires that all suppliers provide packaging that is adequate to protect material/product from damage and contamination. Lapeer Industries Inc. reserves the right to require specific packaging practices such as, packing materials and restrictions on packaging size. These requirements shall be communicated through drawings and/or purchase order requirements. Products are to be packaged in such a manner to provide adequate protection against subsequent product degradation and contamination.

Each container **shall** be clearly marked and identified with the following:

- Lapeer Industries Inc. Part Number
- Date of Manufacture
- Quantity
- Engineering Change Level
- Lot Control Number
- Bar Coding as Required
- Lapeer Industries Inc. Engineering Deviation Number (if required)

A copy of Lapeer Industries Inc.'s "Labeling Standards for Inbound Shipments" may be obtained from the Purchasing Department upon request.

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18. Non-Conforming Product: Suppliers must only ship product that meets specification, or obtain a written deviation *prior* to shipment for any nonconforming product.

- If product is found to be non-conforming at Lapeer Industries Inc., the supplier is expected to provide the resources necessary to contain, evaluate, sort and/or scrap the non-conforming product.
- A Supplier Corrective Action Request (SCAR) shall be issued to the supplier when a Lapeer Industries Inc. facility detects non-conforming product.
- Lapeer Industries Inc. and the supplier shall determine if the product can be inspected to remove defects from the “lot” that has been contained.
- It will be determined whether product is sorted on site or returned to the supplier. If time does not allow the supplier’s personnel to arrive for sorting,
- Lapeer Industries Inc. may elect to execute the sort due to need. If it is determined that inspection alone cannot detect the defect, the product will be returned to the supplier or scrapped as agreed.
- Lapeer Industries Inc. will identify any costs incurred from these defective parts and will initiate a chargeback to the supplier.
- If the purchased product is needed for urgent production at a Lapeer Industries Inc. facility, the supplier shall provide a rapid inspection team to Lapeer Industries Inc.’s production facility for inspection, or agree to the use of a third party inspection service with the cost of service being assumed by the supplier.
- The use of a third party to sort defective product does not relieve the supplier of their responsibility for the quality or delivery of product.
- If the supplier fails to fulfill the requirements for complaint responsiveness and effectiveness of problem resolution they may have Controlled Shipping invoked and be put on new business hold until resolved.

19. Corrective Action:

- In the event of a quality issue related to a supplier’s products, A Corrective Action Report must be furnished that outlines the problem using a formal problem resolution method, 8D. The Supplier is then offered the opportunity to rework or accept return of product through an RMA (Return Material Authorization). If it is determined that there is not sufficient time to return the product, the supplier may authorize Lapeer Industries to rework the material or remake the material at their cost.
- The supplier’s initial response including containment plan, shall be provided to Lapeer Industries Inc. within 24 hours (one working day) from the date the supplier receives notification of the non-conformance.
- A written preliminary corrective action must be sent to the Lapeer Industries Inc. Quality Department within ten (10) days identifying the root cause.

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- Final resolution of the corrective action will be made within thirty (30) days of the supplier's submittal.
- Any request for additional time should be directed to the Quality Department and shall be in writing. The written request shall include the action plan and time line for implementation.

20. Supplier Cost Recovery and Charge-back Process:

- If non-conforming products enter into Lapeer Industries Inc. it shall be the supplier's responsibility to aid Lapeer Industries Inc. in evaluating and correcting the problem.
- Lapeer Industries Inc. shall be entitled to recover all reasonable costs and expenses incurred in taking corrective action with the supplier.
- A supplier shall comply with Lapeer Industries Inc.'s process to recover costs associated with a supplier's unacceptable performance.
- The cost to process an SCAR/NCR is \$250 and the minimum charge that is passed on to the supplier for each occurrence as applicable.

21. Supporting Documents

Appendix 1 contains supporting documents referenced in this manual. It is the responsibility of all Lapeer Industries Inc. suppliers, both current and prospective, to obtain and maintain a current issue of these documents.

22. Records Retention:

- Suppliers must maintain quality records for a minimum of 5 years for commercial product and 7 years for military products unless otherwise specified on the purchase order.
- This requirement may be extended by Lapeer Industries Inc. as required.
- These records shall be stored in an environment that does not allow document deterioration and are readily accessible upon request by a Lapeer Industries Inc. representative.
- It is also expected that the supply chain's records pertaining to Lapeer Industries Inc. products shall be retained in the same manner.

23. Other Requirements:

The supplier may expect other specific requirements in addition to the requirements of this Manual. If applicable, these requirements shall be communicated to the supplier through Lapeer Industries Inc.'s Purchasing Department.

Additional Information

Supplier Evaluations

Lapeer Industries Inc. maintains records in order to evaluate suppliers. Consideration for the continuation, expansion or termination of business is based on these evaluations. Examples of such records are:

- PPM of non-conforming material (The Goal is 0 PPM)
- Quality Alert and Supplier Corrective Action Request (SCAR)
- Stop shipment due to quality concerns

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- Supplier responsiveness to quality issues
- Effectiveness of Corrective Action
- 100% on-time delivery with required quantities

Written corrective actions shall be required if a supplier's performance fails to meet expectations for either quality or delivery. Supplier and/or sub-supplier audits may be conducted to re-evaluate their status as approved suppliers to Lapeer Industries Inc.

Controlled Shipping

Controlled Shipping is a demand by Lapeer Industries Inc. that a supplier put in place a redundant inspection process at the supplying location to 100% sort for a specific and specified nonconformance to isolate Lapeer Industries Inc. from receipt of nonconforming parts/material. The redundant inspection must be in addition to the normal process controls.

Implementation criteria for Controlled Shipping:

- Repetitive issue
- Suppliers current controls are not sufficient to ensure conformance to requirements
- Duration, quality, and/or severity of the concern
- Major disruptions
- Quality concern at OEM and/or in the field

Exit criteria for Controlled Shipping:

- 5 consecutive days of data (from implementation of corrective action) which verifies that the normal production controls are effective for controlling the discrepancy identified in the Controlled Shipping activity.
 - **Note:** Volume to be determined by Lapeer Industries Inc. where suppliers use batch processes.
 - Documentation showing root cause was identified and verified.
 - Documentation indicating that corrective action was implemented and validated.
 - Copies of all documentation revised as required (Control Plan, PFMEA, operator instructions, etc.)
 - Documentation indicating that every effort was taken to implement error proofing.
- Note: Lapeer Industries Inc. approval must be given prior to supplier stopping Controlled Shipping. An audit by Lapeer Industries Inc. may be required prior to approval.**

Mistake – Proofing

Lapeer Industries Inc.'s expectation is zero defects. Achieving this level of quality requires capable processes combined with statistical process control techniques and the utilization of mistake-proofing methodology. When causes of non-conformance are determined, the supplier shall employ solutions in the process to prevent or detect these non-conformances. These solutions shall be independent of operator's actions. Solutions shall be designed and installed integral to the process to prevent or detect defects.

Continuous Improvement Process

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The supplier should promote and implement a continuous improvement philosophy applying proven methodology and processes. These methods and processes shall be used throughout the Supplier organization to continually improve the quality, delivery, cost and service of supplier products.

Recommended tools of the continuous improvement process are:

- Benchmarking
- Brainstorming
- Pareto Analysis
- 5-Way Analysis
- Decision Tree Charts
- Cost Benefit Analysis
- Cause and Effect
- Process Capability/Performance
- Process Mapping, etc.

Statistical Techniques

It is strongly recommended that Suppliers monitor process performance using the appropriate statistical techniques in accordance with *AIAG Statistical Process Control* manual. The determination of need is based on the ability to control and verify the process capability and product characteristics. The use of quality planning tools such as Design Failure Mode and Effects Analysis (DFMEA) and/or Process Failure Mode and Effects Analysis (PFMEA) are essential. The supplier shall submit capability data for key characteristics identified on the drawing. Supplier is encouraged to use statistical techniques including:

- Gauge R&R Study
- Predictive Maintenance
- Defect Analysis
- Sampling and Process Analysis
- Process Analysis with Control Charting Methods
- And other Graphical Methods

Cost Reduction and Continuous Improvement

Cost reductions are viewed as an essential aspect of maintaining a competitive position for both the supplier and Lapeer Industries Inc.

- The supplier shall endeavor to provide cost reduction and continuous improvement suggestions to Lapeer Industries Inc.
- All proposals shall be submitted to the Purchasing Department.
- A supplier may be asked to provide a commercial review for a cost or continuous improvement proposal.

Governmental and Safety Constraints

All materials and products must satisfy current governmental and safety constraints.

- This shall include, as a minimum, certification of material content.

Appendix 1

Supporting Documents

The supplier must have the current editions of the following documents and any other reference documents available for review at all appropriate manufacturing locations. Supporting documents are requirements of ISO 9001:2015, AS9100, IATF 16949, and information referenced in this Manual:

- Quality System Requirements (ISO 9001:2015)
- Advanced Product Quality Planning (APQP) and Control Plan Manual *
- Production Part Approval Process (PPAP) Manual*
- Failure Mode and Effects Analysis (FMEA) Manual*

*These documents are available from the Automotive Industry Action Group (“AIAG”) and may be purchased from:

Automotive Industry Action Group
26200 Lahser Road, Suite 200
Southfield, Michigan 48034
Phone: (248) 358-3570
Fax: (248) 358-3253
-Internet: www.aiag.org

Examples of records for retention may include, but are not limited to:

- Measurement Data
- Measurement System Analysis Data
- Gauge Calibration and Maintenance Records
- Capability and SPC Data
- Heat Treatment Processing Data
- Destructive and Non-Destructive Testing Data
- Functional and Performance Test Data
- Quality Rejections and Disposition Records
- Corrective Action Requests and Responses
- Major Process Change data
- Production Lot / Product ID / Traceability
- Initial Sample Inspection Report

Appendix 2



8D Report

CUSTOMER DEFECT DEFINITION		Part Number	QAR #	DATE OPENED	LAST UPDATED
PRODUCT/PROCESS			ORGANIZATIONAL INFORMATION:		
D0 EMERGENCY RESPONSE ACTION(S)				% EFFECTIVE:	
VERIFICATION/VALIDATION:				DATE IMPLEMENTED:	
D1 TEAM (NAME, DEPT, PHONE, EMAIL):		D2 PROBLEM:			
CHAMPION:		PROBLEM STATEMENT:			
TEAM LEADER:		PROBLEM DESCRIPTION:			
TEAM MEMBERS:					
D3 INTERIM CONTAINMENT ACTION(S)				% EFFECTIVE:	
VERIFICATION/VALIDATION:				DATE IMPLEMENTED:	
D4 ROOT CAUSE:					
% CONTRIBUTION:					
D5 IMPLEMENTED PERMANENT CORRECTIVE ACTION(S)				DATE IMPLEMENTED:	
VALIDATION:					
D6 PREVENTIVE ACTION(S)				DATE IMPLEMENTED:	
VERIFICATION/VALIDATION:					
D7 SYSTEMIC PREVENT RECOMMENDATIONS (Update Design/Manufacturing Guidelines)				RESPONSIBILITY:	
COORDINATE ACTION IMPACT					
PART NUMBER, PHANTOM OR PROCESS	ACTIONS TAKEN OR REASON NOT APPLICABLE				DATE COMPLETED
D8 TEAM AND INDIVIDUAL RECOGNITION:			DATE CLOSED:	REPORTED BY:	



Lapeer Industries Containment Worksheet

Part Number _____		
Issue Description _____		
Order Quantity _____		
Similar Parts _____		
Parts at Customer Location		
Quantity Checked	<input type="text" value="0"/>	Comments <div style="border: 1px solid black; height: 40px;"></div>
Quantity Accepted	<input type="text" value="0"/>	
Quantity Rejected	<input type="text" value="0"/>	
Parts in Transit to Customer location		
Quantity Checked	<input type="text" value="0"/>	Comments <div style="border: 1px solid black; height: 40px;"></div>
Quantity Accepted	<input type="text" value="0"/>	
Quantity Rejected	<input type="text" value="0"/>	
Inventory (Parts packed and ready to ship)		
Quantity Checked	<input type="text" value="0"/>	Comments <div style="border: 1px solid black; height: 40px;"></div>
Quantity Accepted	<input type="text" value="0"/>	
Quantity Rejected	<input type="text" value="0"/>	
Finished Goods (Parts complete and ready for final pack)		
Quantity Checked	<input type="text"/>	Comments <div style="border: 1px solid black; height: 40px;"></div>
Quantity Accepted	<input type="text"/>	
Quantity Rejected	<input type="text"/>	
WIP (Parts in process)		
Quantity Checked	<input type="text" value="0"/>	Comments <div style="border: 1px solid black; height: 40px;"></div>
Quantity Accepted	<input type="text" value="0"/>	
Quantity Rejected	<input type="text" value="0"/>	
Total Contained (must equal order quantity as produced)		
	<input type="text" value="0"/>	

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Appendix 3



Lapeer Industries Supplier Chargeback

Issue Date _____	Concern Number _____
Part Number _____	Customer/Supplier _____
Part Description _____	Customer/Supplier Contact _____
Lapeer Champion _____	NCR# _____
Qty N/C _____	DMR# _____
Labor	
Description of work performed _____	
Number of People _____ Hours Worked _____ Total ManHours _____ x \$65 / Hour =	Total Labor Cost <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">\$0.00</div>
Attested By _____	
Scrap	
Number of Parts Scrapped _____ Cost of Parts _____	Total Material Cost <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">\$0.00</div>
Attested By _____	
Other	
Description of transportation costs, administrative costs, customer costs, warranty costs, etc. _____	
Customer Chargeback _____ Administrative fee _____ x \$250 / PN = Transportation _____	Total Other Cost <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 0 auto;">\$0.00</div>
Attested By _____	
Summary	
Total Chargeback Requested _____ \$0.00	
Purchasing Approval _____	Title _____
Date Request Submitted to Supplier _____	<input type="checkbox"/> Accept <input type="checkbox"/> Reject <input type="checkbox"/> Other
Date of Supplier Response _____	
Negotiated Chargeback Amount _____	
Purchasing Approval _____	Title _____