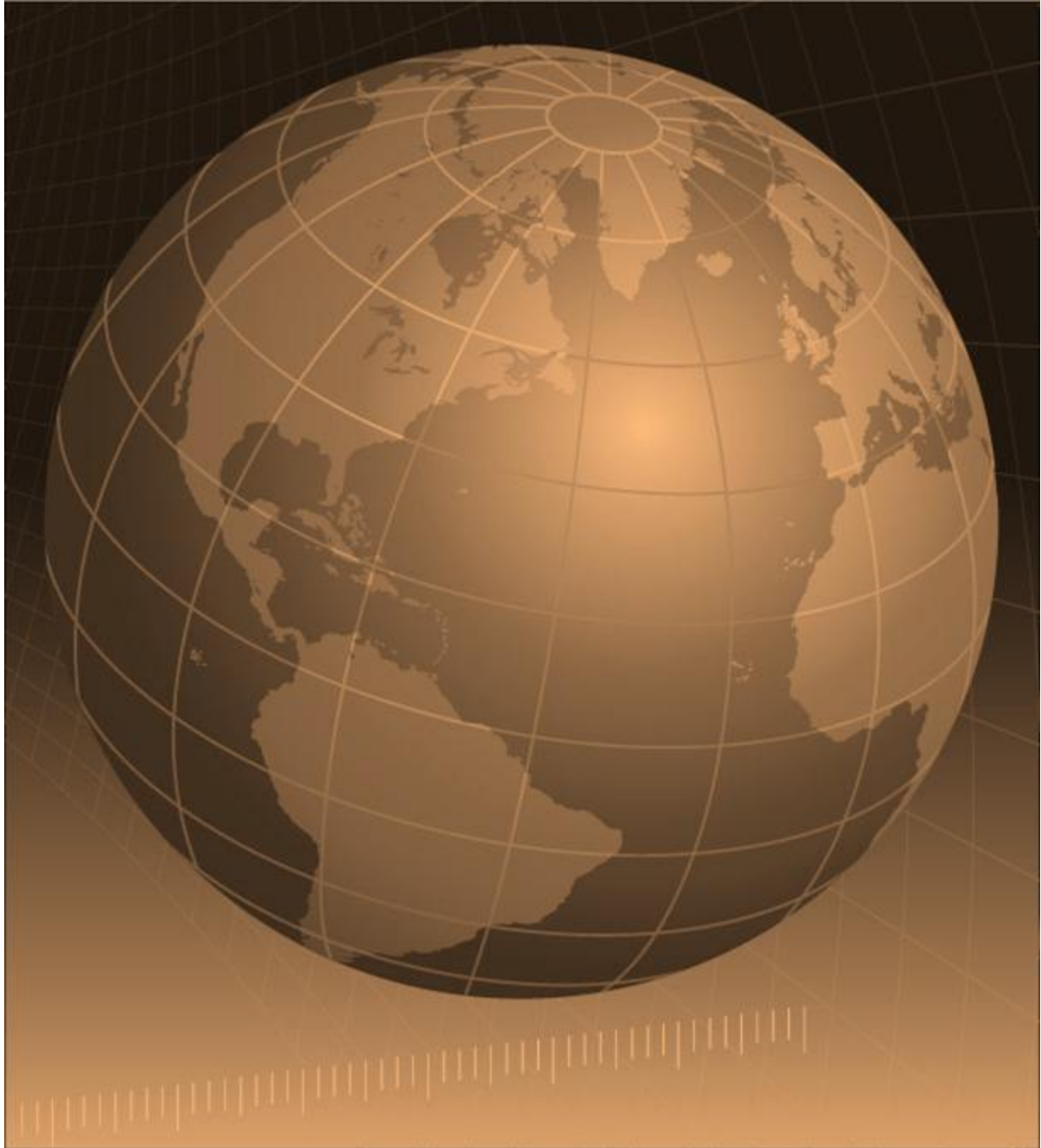


# Global Supplier Quality Manual



**KOHLER.**Global Procurement

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Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
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# **Introduction**

Starting in 1873 as an iron and steel foundry, Kohler Co. has evolved through unparalleled product design and innovation to offer a diverse portfolio of respected brand names with operations on six continents.

Today, the Kohler Co. family of businesses creates products that set the standard in kitchen and bath, furniture and accessories, cabinetry, and tile, as well as resort, recreation, and real estate.

## **Kohler Co. Mission Statement**

**“Help people live gracious, healthy and sustainable lives.”**

The corporation and each associate have the mission of contributing to a higher level of gracious living for those who are touched by our products and services. Gracious living is marked by qualities of charm, good taste, and generosity of spirit. It is further characterized by self-fulfillment and the enhancement of nature. We reflect this mission in our work, in our team approach to meeting objectives and in each of the products and services we provide our customers.

Suppliers are considered an integral part of the business. The capabilities of our suppliers support the fulfillment of the Kohler Co. mission and the achievement of company objectives. Relationships with our suppliers are built on total quality principles and practices to achieve the best performance, delivery, service, and total cost.

As such, all suppliers must abide by the policies set forth in the Global Supplier Quality Manual (SQM). Kohler Co. recognizes that our businesses are different and, in many cases, have unique supplier quality requirements which are market specific. Kohler Co. subsidiaries and local organizations at their discretion may be more restrictive in the implementation of the supplier policies and supporting procedures but in no case less restrictive.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

# **TABLE OF CONTENTS**

## **1. Introduction**

- 1.1 Kohler Co. Quality Policy
- 1.2 Purpose
- 1.3 Scope
- 1.4 Responsibilities
- 1.5 Expectations
- 1.6 Supplier Receipt and Acceptance

## **2. Key Quality Requirements**

- 2.1 Quality System Requirements
- 2.2 Record Retention Requirements
- 2.3 Warranty

## **3. Supplier Approval/ Qualification**

- 3.1 Supplier Registration
- 3.2 New Vendor Qualification
- 3.3 Current Suppliers

## **4. Part Approval**

- 4.1 Production Part Approval Process (PPAP)
- 4.2 Product And Process Qualifications
- 4.3 Continuous Monitoring Program

## **5. Corrective Action**

- 5.1 Non-Conformance
- 5.2 Supplier Response
- 5.3 Product Disposition
- 5.4 Supplier Containment
- 5.5 Cost Recovery

## **6. Supplier Deviation Request & Supplier Change Request**

- 6.1 Issues Requiring a Supplier Deviation Request (SDR)
- 6.2 Supplier Initiated Change Requests (SCR)

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

- 6.3 Submitting The SDR and SCR
- 6.4 Responsible Party for Deviation or Change Request Submission
- 6.5 Kohler Co. Initiated Changes

## **7. Supplier Scorecards**

- 7.1 Quality Component

## **8. Management Of Kohler Co. Supplied Product/ Tooling/ Gauges**

- 8.1 General Requirements
- 8.2 Tracking
- 8.3 Tooling And Gauging Requirements

## **9. Packaging, Labeling & Handling**

- 9.1 Packaging Requirements

## **10. Product Characteristics**

- 10.1 Product Key Characteristics

## **11. Government, Safety, Compliance & Environmental Regulations**

- 11.1 Regulations

## **12. Sub-Tier Supplier Management**

## **13. Glossary/Appendix**

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

# 1. Introduction

## 1.1. Kohler Co. Quality Policy

Our aim is to design, produce, deliver, and improve products of extraordinary quality, and to ensure that every aspect of the experience contributes to a higher level of gracious living for all who are touched by our products and services.

### Quality Vision

Kohler aims to set the benchmark for excellence in product performance, customer experience, and brand trust by delivering a **single level of quality** across every product and service we provide.

### Quality Mission

Embedded at every stage of the product and customer journey, we empower our business with actionable insights and ensure flawless execution of the Kohler Co. Quality Management System. Our mission is to continuously elevate quality, build brand loyalty, and foster trust with our customers, ensuring that every interaction reflects the excellence that defines Kohler Co.

### Quality Policy

At Kohler Co., we are committed to **delighting our customer** by adopting a “**do not receive, create or pass defects**” philosophy throughout every phase of our operations. Through continuous improvement of our quality management system, we aim to deliver one uncompromising **single level of quality** in both products and experiences, ensuring alignment with internal standards and external requirements.

## 1.2. Purpose

This Global Supplier Quality Manual establishes minimum quality requirements for all suppliers of production materials, products, and services to the family of businesses owned directly or indirectly by Kohler Co. – hereafter referred to as Kohler.

The requirements within this manual are provided as a supplement to, and do not replace or alter the terms or conditions within Kohler supply and purchase documentation, engineering drawings and/or specifications. Kohler subsidiaries at their discretion may be more restrictive in the implementation of the supplier policies and supporting procedures but in no case less restrictive.

If conflicting interpretations arise, this order of precedence applies:

- Supply and Purchase agreements and/or Purchase order.
- Specification or Drawing
- Kohler Supplier Quality Requirements

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

- Global Supplier Quality Manual

### 1.3. Scope

Applies to **all suppliers** of materials, products, or services to Kohler; Suppliers must ensure that their suppliers also support compliance throughout the supply chain.

### 1.4. Responsibilities

The global, regional, and local Procurement and Quality departments are responsible for SQM implementation and have authority to ensure all suppliers meet and fulfill requirements.

Suppliers are responsible for ensuring that products and/or services provided meet established requirements and assume full responsibility for the quality thereof. Approval and verification by Kohler of supplier's facilities, systems, records, and product does not absolve the supplier of the responsibility to provide conforming product, nor shall it preclude subsequent rejection by the customer.

### 1.5. Expectations

Kohler has the following expectations from all global suppliers.

The suppliers shall:

- Ensure the provision of 100% conforming parts/services with 100% on-time delivery.
- Continuously strive to improve product quality and manufacturing productivity to meet increasing competitive pressures in global economies.
- If involved in importing goods to the United States of America, suppliers shall adhere to U.S. customs security guidelines for C-TPAT. Kohler is a participant in this joint initiative between U.S. customs and businesses to enhance homeland security via tighter controls on entering cargo.
- Comply with the laws and security guidelines of other countries as applicable.
- Ensure that materials are radiation-free when required. Suppliers shall not ship any radioactive materials unless specifically pre-approved.
- Conform with the California airborne toxic control measure (ATCM) (carb rule) regarding composite wood products when applicable.
- Conform with ROHS (Restriction of Hazardous Substances Directive) and REACH (Registration, Evaluation, Authorization, And Restriction of Chemicals) when applicable.
- Conform with ISPM15 wood packaging regulations when applicable.
- Review, sign, return, and abide by the supplier code of conduct; and submit to third-party social responsibility audits as deemed necessary by Kohler.
- Provide all documentation and information in the language(s) directed by Kohler to ensure documents are transferable and understood within all Kohler facilities. This requirement is for all requests for

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
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records and documentation submitted to Kohler as specified in this manual. This requirement can only be waived by the business unit and/or location receiving the documentation.

- Support Kohler in addressing internal and external failures related to the supplier's product/service, including financial reimbursement, and assisting customers.
- Embrace electronic communication with Kohler as an intended benefit to both parties. Kohler supports two electronic methods of sending data: via electronic data interchange (EDI) and via the internet. Using one of these two methods enables exchanging planning schedules, inventory position, purchase orders, purchase order changes, and invoices. Kohler has adopted the Jaggaer procurement management system software, which includes a supplier quality module.
- Demonstrate quality planning to foster continuous improvement, defect prevention, and process optimization. Quality planning methods for direct materials are detailed by Kohler and subsidiaries.
- Provide a key contact list and promptly notify Kohler purchasing and quality personnel of any changes to the key contact list.
- Document the processes used for equipment maintenance, including preventive maintenance records, scheduling, identification, and storage, and shall perform maintenance in accordance with such plans.
- Maintain the confidentiality of all proprietary and sensitive information received from Kohler. Unauthorized disclosure of such information is strictly prohibited and may result in legal action and termination of the supplier agreement.
- Comply with all applicable laws, regulations, and standards. Failure to comply with these requirements may result in penalties, including but not limited to, termination of the supplier agreement, financial penalties, and legal action. Kohler reserves the right to audit suppliers for compliance and to take necessary actions to enforce these requirements.

## 1.6. Supplier Receipt and Quality Manual Acceptance

Prior to being awarded business from Kohler all new suppliers must read the Kohler SQM and confirm the agreement they will comply with its content and requirements.

The manual may be updated periodically by Kohler. To verify revision level or obtain the latest version of this document refer to Global Supplier Quality Manual at: <https://app11.jaggaer.com/main.php>

Additionally, suppliers are expected to:

- Regularly review the manual to stay informed of any updates or changes.
- Implement any necessary adjustments to their processes and procedures to ensure ongoing compliance.
- Maintain open communication with Kohler regarding any challenges or issues related to the manual's requirements.
- Participate in any required training or informational sessions provided by Kohler to better understand and implement the manual's guidelines.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
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By adhering to these practices, suppliers help ensure a consistent and high-quality supply chain that meets Kohler’s standards and expectations.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
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## 2. Key Quality Requirements

### 2.1. Quality System Requirements

Suppliers must establish, maintain, and demonstrate quality systems with supporting procedures to ensure that products and services always conform to Kohler purchase agreements and specifications.

**All** suppliers must complete and submit a supplier profile and provide their quality manual for review. A site audit by Kohler representatives may be required prior to awarding business.

The supplier shall demonstrate the capability to attain appropriate recognized standards certifications as required for the product/process involved. *Examples include UL, UL GS, NSF, CSA, ASTM, CE, CCC, SAI, ISO, NF, ASME, IAPMO, ASSE, Lacey Act., ROHS, REACH and CARB.*

- **Requirements for Suppliers of Production Material, Non-Production Material and Services**

Suppliers are required to show proof of an effective quality management system. If Kohler determines that a supplier's quality system is inadequate, the supplier must submit an action plan and timeline for improvement, subject to Kohler's approval. This plan should outline specific steps to address deficiencies and ensure compliance with Kohler's quality standards.

- **Traceability Requirements**

The supplier's quality system shall ensure that products are traceable to raw materials or components used in the manufacturing process. This includes tracking, production operation, date of manufacture, revision level and records of evaluation of conformance. All products shipped to Kohler must have clear identification to ensure traceability, using lot numbers, date codes, or other applicable means. Any exceptions to this requirement must be approved by Kohler's Supplier Quality. Suppliers should also maintain comprehensive records to facilitate traceability and support any necessary investigations or audits.

- **Change in Status**

Kohler prefers suppliers of production materials with proof of certification to recognized quality systems by an accredited registrar. In the event a supplier's quality registration status changes or is suspended, the supplier must notify all Kohler and subsidiaries and locations to which product is supplied, within **forty-eight (48) hours**. In this case, the supplier is subject to an audit by Kohler and/or be required to provide documentation explaining the status change including a plan for corrective action plan. This plan should detail the steps the supplier will take to regain certification and address any underlying issues that led to the change in status.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
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## 2.2. Record Retention Requirements

Data from Process Control/Product Control/Quality records shall be maintained so they remain legible and are available for review upon request and may be in any media such as electronic or hardcopy. Records shall include accurate, updated, and complete quality data.

Retention of Material Safety Data Sheets (MSDS) or applicable international documentation, certificates of analysis (C of A), process documentation, and other information as applicable is required. Records shall be kept for defective components and assembly processes to highlight problem areas and trends.

- Records of production materials shall be maintained for a **minimum of seven (7) calendar years**, or per the accepted industry standard requirements, or per customer requirements, whichever is greater.
- Records of non-production materials and services shall be maintained for a **minimum of three (3) calendar years**, or per the accepted industry standard, or per customer requirements, whichever is greater.

## 2.3. Warranty

- **Warranty Concerns and Quality Improvement:**

Suppliers are obligated to actively participate in reducing the number of warranty concerns. This involves tracking and analyzing the root causes of warranty claims and utilizing this data to enhance processes and product quality. Suppliers must implement corrective and preventive actions to mitigate future occurrences.

- **Technical and field support:**

In the event of any substantial nonconformances, suppliers shall provide Kohler with necessary technical assistance and field support. This includes but is not limited to on-site evaluations, troubleshooting and rectification of issues.

- **Financial Responsibility:**

Suppliers shall bear financial responsibility for any costs incurred due to nonconformances. This includes costs associated with warranty claims, product recalls, and any other corrective actions required to address the issues.

- **Warranty Duration:**

The warranty period for Kohler products is determined based on the product specifications, except where otherwise expressly stated.

<https://www.kohler.com/en/help/warranty>

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

## 3. Supplier Approval Qualification

Each Kohler Subsidiary maintains a supplier selection and sourcing process to evaluate and identify potential sourcing partners. Suppliers must be capable of meeting quality, delivery, cost, and continuous improvement objectives and are evaluated for such.



### 3.1. Supplier Registration

All suppliers must register and provide their quality manual for review. The Supplier Registration is completed through Supplier Management Platform (SMP) system or equivalent. The Vendor Relationship Manager (VRM) can be contacted for any questions regarding registration or use of SMP system.

### 3.2. New Supplier Qualification

Along with a business assessment (reference check, credit analysis, etc.) and a review of the quality manual and supplier profile results, candidate suppliers may also be subjected to an onsite assessment in accordance with procurement procedures to assess supplier effectiveness in key functional areas such as procurement, engineering, manufacturing and quality. In addition, the supplier must have appropriate regulatory approvals (ASTM, CSA, UL, IAPMO, NSF etc.) as required for the product/process involved.

Based on favorable evaluation of the above information, a supplier can be listed as approved for business with Kohler. Supplier approval is site specific and achieved when the supplier (site) satisfies the minimum requirements. Two types of approval may be granted:

- Full Approval.
- Conditional - subject to specific corrective actions on a mutually agreed timeline; Conditional approval enables Kohler to contract with a supplier that is pending an onsite assessment and/or corrective action from an onsite assessment. It is not to exceed **six (6)** months.

If after six (6) months, a supplier has not satisfied approval requirements, the supplier will be removed as an Approved Supplier.

If a supplier is not fully or conditionally approved, no contract or receipt of material or services are allowed until corrective action is taken to enable the supplier to achieve Conditional status, as a minimum.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

Finish Qualification: Prior to purchasing or shipment of a finished product a supplier must be qualified by Kohler finish qualification standard F100\_200 or equivalent. Each finish needs to be qualified by a substrate. Examples of Finish processes include but are not limited to:

- Electroplating
- PVD
- Organics
- Special finishes that Kohler offers.

### 3.3. Current Suppliers

Kohler reserves the right to perform periodic on-site assessment/surveillance audit of the supplier’s facility, quality systems, records, and product ready for shipment. Suppliers shall have a process to ensure compliance with all applicable government safety and environmental regulations. All applicable social responsibility expectations must be satisfied. The supplier’s personnel, gauging, and test facilities shall be made available as required for surveillance. Additionally, reliability test reports for existing products shall be made available as required for surveillance. Kohler will assess Current Suppliers to establish capability prior to placement of new business.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

## 4. Part Approval

Parts or components being sourced must be approved for production by Kohler or it's subsidiary. It is the supplier's responsibility to meet all applicable specifications. Suppliers are not authorized to begin shipment of production quantity material to Kohler prior to part/process approval. Small quantities of parts for reliability/engineering testing, and sample needs are the only exception. A Print Process Review (PPR) will be conducted prior to the production part approval process.

Kohler and it's subsidiary will approve parts via one of the following:

### 4.1. Production Part Approval Process (PPAP)

The Production Part Approval Process (PPAP) certifies that suppliers can consistently and repeatedly produce products that meet all Kohler requirements.

Any new products or any product/process changes are subject to PPAP submission, as well as Supplier Deviation and Change Requests as outlined in section 6.0 of this manual. Kohler will identify the PPAP submission level requirements.

Suppliers that use Kohler systems portal or license for PPAP submission are responsible for communicating the following information:

- PPAP submission timing
- Any issues identified in the project
- Base part information
- PPAP submission

Upon receipt of the PPAP submission, Kohler will review and assign status as follows:

**Approved:** The part or material, including all sub-components, meets all Kohler requirements. The supplier is authorized to ship production quantities of the product.

**Interim Approval:** Permits shipment of parts or material for production requirements on a limited time or piece quantity basis. Interim approval will only be granted when the supplier has:

1. Clearly defined the non-compliances preventing approval; and
2. Prepared an action plan agreed upon by Kohler. PPAP re-submission is required to obtain a status of "approved." If the product does not meet specifications, a Supplier Deviation Request (SDR) or equivalent is also required.

Interim approval can be extended. If additional time is required, it is the responsibility of the supplier to contact the appropriate Supplier Quality Engineer (SQE) with an expected completion date. All Interim approvals are to be signed by designated approver.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

**Rejected:** The PPAP submission does not meet requirements based on the production lot from which it was taken and/or accompanying documentation. The submission process shall be corrected to meet requirements.

## 4.2. Product and Process Qualification

In rare circumstances when a proper PPAP is not possible, product and process may be approved at the discretion and under strict control of the Supplier Quality Engineer. In these exceptional cases, clear approval requirements will be communicated to the supplier by the Supplier Quality Engineer. Additional approval by other Kohler Subsidiary team members may be required.

## 4.3. Continuous Monitoring Program

The Kohler continuous monitoring program is a program which allows suppliers to submit inspection data prior to shipment. This program may be used to monitor processes like finished good audit to ensure consistent quality is being delivered to Kohler. For products in this program, approval must be given before parts can ship for each production batch.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

## 5. Corrective Action

Suppliers to Kohler are responsible for providing conforming products and services. If quality issues occur, the supplier is required to determine root cause and corrective action to resolve the issue and to ensure no recurrence. Suppliers will support Kohler with technical assistance and field support to rectify any substantiated non-conformance. Kohler reserves the right to recover justified expenses from suppliers for performance failures related to quality and delivery issues.

### 5.1. Non-Conformance

Nonconforming materials or services may be identified at any point in the process including incoming inspection, use, consumption, assembly, or packaging. Nonconformances can also be discovered during surveillance, validation, at the end customer or through warranty claims.

Suppliers will be notified through communication of a Defective Material Report (DMR) or a Supplier Corrective Action Request (SCAR) upon the detection of non-conforming material and/or service (or when late delivery results in a line shutdown condition).

Non-conformances discovered at Kohler may be handled in the following ways and at the discretion of the Kohler Group and/or facility:

- Rejection of the entire lot and return to the supplier.
- Sorted, screened, or reworked at Kohler facility; Supplier resource(s) and or third party may be required to support rework.
- Deviation. Product cannot be shipped or consumed prior to deviation approval.

SAP Quality Module (QM) or equivalent is used for recording all DMR and SCAR records. The decision to issue a DMR or SCAR is based on the severity of the non-conformance as well as the number of previous occurrences of the non-conformances. Notification of a DMR and/or SCAR is issued to a supplier via email. If a supplier contact person has changed, reach out to a supplier quality engineer at Kohler to update the records.

### 5.2. Supplier Response

Supplier must take immediate action upon receipt of a supplier corrective action request including direct contact with Supplier Quality as specified – unless the request states ‘information only.’ Supplier must acknowledge receipt of a corrective action request within **twenty-four (24)** hours, provide a containment plan **twenty-four (24)** hours and provide a complete plan of permanent corrective action implementation once their analysis is complete.

- Identify and initiate a short-term containment plan to prevent additional non-conformance at Kohler. This may include the inventory at Kohler facilities, in the distribution system, at the supplier and in supplier production.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
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- Identify a short-term corrective action plan with timing to replace non-conforming material with conforming material.
- The containment actions, short-term corrective actions and date implemented must be documented in writing by the supplier and communicated to Supplier Quality as prescribed in the corrective action request.

Supplier must provide response to a corrective action request to their proper contacts (ex: VRM and Supplier Quality Engineer). The response must include the following:

- Definition and verification of the non-conformance root cause including supporting data and/or study results.
- Supplier 8D template or equivalent root cause and corrective action document (applicable to SCARs only).
- Verification of permanent corrective action including supporting data, implementation dates and updated APQP documentation.
- The lot number/effectivity date for the long-term corrective action implementation date must be identified. Any updates to the corrective action plan, such as completion dates, must be communicated to Kohler.

### 5.3. Product Disposition

Supplier of suspect material must provide a disposition document within **five (5)** business days. Timely disposition of defective material is of the utmost importance to Kohler so we can accurately provide promise dates to our customers. If Kohler does not receive a supplier's response to a DMR or SCAR by the required dates, Kohler may take further actions to ensure a timely disposition. Further actions Kohler may take are listed below:

- One (1) week from the date of issue:
  - Automatically issue a debit memo for the total amount of the material in quality hold if the total value is \$500 USD or less and scrap the material.
  - Escalate the issue to the VRM if the value of the rejected material is over \$500 USD.
- Two (2) weeks from the date of issue:
  - Escalate the issue to the VRM.
- Three (3) weeks from the date of issue:
  - Issue a debit memo if the total amount is less than \$1000 USD and scrap the material.
- Four (4) weeks from the date of issue:
  - Automatically issue a debit memo and scrap the material regardless of the total value.

Supplier shall ensure that no quality compromise will be made when disposing suspect or nonconforming product. There shall be no shipment of suspect products to Kohler without an approved deviation. If the supplier agrees that the material is nonconforming, a Return Material Authorization (RMA) must be processed within **five (5)** business days.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

## 5.4. Supplier Containment

The below listed containment actions are followed when non-conforming stock is at Kohler.

When Nonconformances are found in assembly/existing stock:

- Kohler does audit existing stock to confirm nonconformance exists in stock.
- Kohler does quarantine parts in blocked status pending DMR/SCAR issuance and disposition from the supplier.

When Nonconformances are found during inspection:

- Kohler does quarantine parts in blocked status pending DMR/SCAR issuance and disposition from the supplier.

## 5.5. Cost Recovery

Kohler reserves the right to recover the administrative costs incurred due to quality issues on the purchased product. A nominal charge for each DMR, SCAR and Deviation may be levied to offset these costs (*see Section 13 of this manual for definitions*).

Quality spills that cause significant disruption to Kohler Operations or high warranty shall be evaluated for cost recovery. In these cases, specific costs incurred will be itemized and recovered.

When a quality notification is issued or deviation request is submitted, a one-time charge\* may be issued to the supplier. Examples of one-time charges are listed below:

- DMR: \$375 USD\*
- SCAR: \$625 USD\*
- Deviation: \$520 USD\*

The supplier will be responsible for costs incurred by internal or 3rd party rework and sorting.

Cost collection will occur through Kohler systems. The VRM will initiate an appropriate cost recovery charge with the supplier.

In case of repeat DMR/SCARS there will be incremental charges at discretion of VRM.

***\*Charge may vary based on product type.***

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

## 6. Supplier Deviation Requests and Supplier Change Requests

### 6.1. Issues Requiring a Supplier Deviation Request

- The supplier shall notify all Kohler and its subsidiaries and locations to which their product is supplied in writing as soon as they suspect the product to be shipped does not conform to design requirements.
- The supplier shall notify their supplier quality engineer and VRM, in writing, prior to any change in process or modification of the tooling. Product must not be shipped until disposition is received.
- All requests for deviation must include the reasons why the product has deviated from specification, i.e., the supplier must demonstrate an understanding of the inputs that caused the nonconformance.
- When the deviation expires, no additional product can be shipped until the product meets print requirements. If needed, the supplier may request a deviation extension.
- Should the supplier be able to supply conforming product prior to the deviation expiration date, it is the responsibility of the supplier to contact Kohler Quality to determine what, if any, submittal data or paperwork is required. Note: Additional data may be necessary depending on the severity of non-conformance.
- Any supplier shipping product to Kohler prior to obtaining an approved deviation may be required to sort product at Kohler or have the product returned at the supplier's expense. If sorting is required to be done at Kohler due to production needs and the supplier is not able to provide support within the required timeframe, Kohler or a 3rd party will complete the sort, and the supplier will be responsible for all charges incurred.
- Supplier should supply the date, purchase order number, and/or lot number of the first shipment of the product that meets print requirements.

### 6.2. Supplier – Initiated Change Requests

All proposed changes to supplied production materials must be properly documented and approved in writing by Kohler prior to implementation. If uncertain whether a request is required, the supplier shall consult the VRM or supplier quality engineer.

Product and process changes having the potential of affecting form, fit, or function require a formal “**Supplier Request for Change**” document or equivalent to be submitted to Kohler for review and approval. As default, PPAP resubmission shall be required.

Examples of proposed changes that require approval include ***but not limited to:***

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
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#### Process:

- Movement of production line equipment
- Production line machine/equipment changes
- Manufacturing location changes
- Tooling transfer, refurbishment, repair, replacement, or additions
- Any change in product testing frequency or method
- Sub-contracting an operation normally undertaken in-house
- Changes that occur at sub-tier suppliers

#### Design:

- Construction changes or assembly methods
- Change to optional construction material or method including packaging
- Constituent material changes
- Constituent material sourcing changes
- Dimensional changes
- Aesthetic changes

### 6.3. Submitting the Deviation or Change Request

If a deviation request is necessary, the supplier should contact the VRM or Supplier quality engineer. They can request a deviation on behalf of the supplier through the Kohler CAR-Deviation system.

If a deviation is approved, the supplier must place a placard or identifying label on each carton noting the product is under deviation with the approved deviation number. This label should be colored differently than the carton label.

### 6.4. Responsible Party for Deviation or Change Request

The designated VRM or appointed contact person is responsible for submitting a deviation request or Request for Engineering Approval (REA) on behalf of the supplier. This individual must ensure that all necessary documentation and justifications are included with the submission.

### 6.5. Kohler Initiated Changes

Kohler and its subsidiaries may use various methods to request a change in specifications. It is the supplier's responsibility to review and agree to the change and resubmit a PPAP package. Suppliers must inform VRM and Supplier Quality personnel of inventory of parts which may not meet the new requirements.

The Supplier must acknowledge Product Change Initiation (PCI) and advise if PPAP is required based on changes made. Supplier to confirm receipt within **two (2) days maximum** by replying to *KohlerProductNotification@kohler.com*. Supplier is responsible for resubmitting PPAP if necessary.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
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## 7. Supplier Scorecards

### 7.1. Quality Component

Kohler uses a Scorecard system to monitor suppliers' performance in various areas, including quality. Scorecards are a tool for both Kohler and suppliers to identify opportunity areas for improvement. The scorecard will be used as a reference for suppliers to monitor their performance and immediately take action to address any areas that require attention.

Scorecard will be used by Supplier Quality and Purchasing to determine any supplier's restricted status or future business placement. If the supplier's performance is poor or has low performance over a certain period, the supplier will be required to initiate an improvement plan.

All supplier scorecards can be consulted through your VRM main contact or Supplier Quality main contact, at their discretion.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

## 8. Management of Kohler Supplied Product/Tooling/ Gauges

### 8.1. General Requirements

All tools, manufacturing, test, or inspection equipment belonging to Kohler, or their customers, shall be used exclusively for Kohler products unless an authorization in writing exists.

All suppliers with Kohler owned tooling on-site must carry insurance and provide proof of the insurance that covers the cost of replacing the tool. Events such as those caused by nature, misuse, maintenance neglect, or fit-for-use should also be included in the insurance carried by the supplier.

### 8.2. Tracking

All Kohler tooling or capital assets must have an asset number for tracking. This information shall be captured by Kohler in the purchase order transaction record. The supplier shall establish procedures for the permanent identification and tracking of Kohler's supplied product and equipment including preservation of the asset number.

### 8.3. Tooling and Gauging Requirements

The Supplier shall notify Kohler in writing of supplied tooling or gauges that are lost, damaged, in need of repair/refurbishment or are otherwise unsuitable for use. Kohler supplied tooling and gauges shall not be disposed of without written authorization from Kohler.

The supplier is responsible for timely calibration, proper storage, etc. of all gauges and tooling. As part of the calibration requirements, supplier shall maintain records of the equipment calibrated, equipment labeling, calibration processes used, and the frequency of calibration. Any outside calibration labs utilized for any equipment shall have the signed lab or calibration service certificate, NIST traceability number, and lab accreditation.

Tooling refurbishment requirements shall be communicated to Kohler at least six weeks ahead of the required refurbishment date.

Kohler reserves the right to request, at any time, prints, documentation, and models of tooling and gauging owned by Kohler.

Upon program completion, the supplier shall ensure the tooling is properly stored to prevent any damage and is readily available for production or service requirements.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

## 9. Packaging, Labeling & Handling

In-process and finished products shall be appropriately packaged to protect them from damage. Packaging shall meet all applicable shipping laws, codes, and regulations. All shipments shall be packaged or placed in a new container unless otherwise specified. Packing slips shall be attached to the carton exterior in shipping envelopes. All packaging must be qualified to International Safe Transit Association (ISTA) test standards as appropriate.

Wood packaging must comply with ISPM15 regulations.

The supplier shall ensure that all Kohler packaging is clean and free from dirt, debris, foreign materials, and damage. All returnable packaging and dunnage that is not clean and free from dirt, debris, foreign material, and damage may be subject to rejection.

Packaging shall be labeled in accordance with all Kohler standards, unless otherwise specified. The packaging and labeling shall meet Kohler's specifications or requirements. Each shipment shall be marked with the Kohler part number, manufacturing part number, quantity, lot number, Kohler site name, address, gross weight in pounds, and any other specified requirements as applicable. Suppliers should notify Kohler when labelling methods or documents will be changed related to Codes, Standards, and/or Regulatory requirements.

Supplier shall identify items(s), and/or package(s) container(s) of shelf-life material with the manufacture date or the expiration date along with any special storage and handling conditions, in addition to the normal identification requirements. If not otherwise specified, a minimum of 75% shelf-life must remain upon receipt at Kohler.

Product is to be shipped in standard specified quantities, in approved packaging, for every shipment. Any exception requires specific approval from Kohler.

When applicable, barcode labels for US bound products shall comply with ANSI MH10.8M or AIAG standards and are to be in Code 39. Details for applicable barcode label requirements can be found under "Conducting Business" section of Jaggaer Procurement Management System.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

# 9.1. Packaging Requirements

The packaging standards below should be referenced for any material incoming to Kohler. Suppliers should contact their VRM to receive a complete list of packaging requirements.

- D050\_020      Product Label Design Guideline
- H200\_314      Product Label Performance Specification
- H150\_051      Pallet Performance Requirements
- D400\_021      Packaging Design Guideline – Pallets
- H150\_022      Packaging Performance requirements – Corrugated Cartons

For most items, the max weight per box is 35 lbs (15.9 kg), unless otherwise approved by Kohler.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		



# 10. Product Characteristics

Kohler specifies the use of symbols to identify product key characteristics that affect Safety, Legal, Codes and Standards regulations, consequential damage, fit, form, function, and appearance. These characteristics shall be identified on drawings prior to quote and identified with unique symbols. Symbols may vary by Business Unit procedure.

Discussions with the supplier shall be held early in the process to review, jointly discuss and agree on the customer and significant characteristics. Any concerns by a supplier about the ability to meet the requirements shall be communicated as early as possible.

Assignment of key characteristics does not reduce the importance of any other characteristics on a drawing. Every tolerance is absolute and shall not be exceeded regardless of classification.

## 10.1. Product Key Characteristics

Characteristics are as defined below:

- **KEY CHARACTERISTICS:** Features or properties (dimensional, visual, functional, mechanical, or material) which describe and constitute the design of a component or end-product, and which can be identified, observed, or measured to determine conformance to design requirements.
- **CHARACTERISTIC – SIGNIFICANT (SC):** A Significant Characteristic is one that analysis indicates when reasonably anticipated variation exists; it is likely to cause the severe failures and consequences.
- **CHARACTERISTIC – CUSTOMER (CC):** A Customer Characteristic is one that analysis indicates when reasonably anticipated variation exists; it materially reduces the usability or customer satisfaction with the product.
- **CHARACTERISTIC - Normal:** A characteristic is considered normal if when reasonably anticipated variation exists; it will have a minor effect on the product function or appearance. Characteristics, not classified as Significant or Customer, are assumed to be classified in this category.

See Table 1 below for the requirements including Cpk and control plan items:

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

<b>Table 1 - DRAWING CHARACTERISTIC CLASSIFICATION CODE DEFINITIONS</b>			
Specific criteria and out-of-specification consequences in Table 1 define these classification categories.			
<b>CLASSIFICATION</b>	<b>IMPACT ON PRODUCT</b>	<b>CONSEQUENCE OF OUT-OF-SPECIFICATION CONDITIONS</b>	<b>PURCHASING, MANUFACTURING, and ENGINEERING REQUIREMENTS</b>
<b>Class 1 SIGNIFICANT / CRITICAL</b> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">1 S</div> (Key Characteristic)	Failure may cause or increase the likelihood of: <ul style="list-style-type: none"> <li>personal injury</li> <li>property damage</li> <li>total loss of essential product function(s)</li> </ul>	<ul style="list-style-type: none"> <li>May require a product recall</li> <li>Likely to require that product and/or parts are scrapped or reworked to prevent shipment to customer or customer use</li> </ul>	<ul style="list-style-type: none"> <li>Minimum Cpk (or Ppk) of <b>1.67</b> required or 233 ppm for attribute characteristics</li> <li>Required to be addressed in a Control Plan.</li> <li>Proof of an initial Ppk or Cpk study is required</li> </ul>
<b>Class 2 CUSTOMER / MAJOR</b> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">1  </div> (Key Characteristic)	<ul style="list-style-type: none"> <li>Degradation in essential product functions</li> <li>Aesthetic defects</li> </ul>	<ul style="list-style-type: none"> <li>Likely to impact customer satisfaction, UFR, CCU, or warranty costs</li> <li>Impacts ease of manufacturing</li> <li>Impacts ease of service or maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Minimum Cpk (or Ppk) of <b>1.33</b> required or 6,210 ppm for attribute characteristics</li> <li>Required to be addressed in a Control Plan.</li> <li>Proof of an initial Ppk or Cpk study is required</li> </ul>
<b>Class 3 Normal</b> [No Symbol nor notation] (Not a Key Characteristic)	<ul style="list-style-type: none"> <li>All other product features</li> </ul>	<ul style="list-style-type: none"> <li><u>Not</u> likely to impact customer satisfaction, UFR, CCU, or warranty costs; unless grossly out of specification</li> </ul>	<ul style="list-style-type: none"> <li>Product is expected to conform to drawings (print) characteristics</li> <li>NO Cpk or Ppk study is required</li> </ul>
Significant and Customer Characteristic symbols are formatted per C150_001.			

Table 1: Drawing Characteristics

Characteristics will be aligned during PPR stage. Any exception will need to be agreed upon by the Kohler supplier quality personnel.

Title: Kohler Co. Global Supplier Quality Manual	Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils
Effective Date: 5/5/25	
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version	

# 11. Government, Safety, Compliance and Environmental Regulations

All purchased materials shall satisfy current governmental, compliance and safety constraints on restricted, toxic and hazardous materials; as well as environmental, electrical, and electromagnetic considerations applicable to the countries of manufacture and sale. The supplier must follow U.S. Customs security guidelines for C-TPAT if involved in importing goods to the United States of America.

Kohler's specific requirements may exceed general requirements.

## 11.1. Regulations

No products or materials are to be designed, developed, manufactured, sold, purchased or distributed worldwide by or for Kohler and its affiliates ("Kohler") without adherence to applicable product composition regulations in effect including all applicable product environmental laws such as those regulating toxic materials, air emissions, wastewater discharge, waste treatment and disposal.

The PEP-RML-001 Product Environmental Policy\*\* - Restricted Material List, applies to all products and materials, both direct and indirect, that are designed, manufactured, or purchased worldwide by or for any Kohler business, including but not limited to all subassemblies, parts, materials, components, batteries, merchandise, and packaging.

***\*\*Policy will be provided upon request.***

All applicable products will contain the below note on the Kohler drawing:

**ALL MATERIALS DOCUMENTED OR DESCRIBED ON THIS PRINT MUST COMPLY WITH KOHLER POLICY PEP-RML-001 PRODUCT ENVIRONMENTAL POLICY RESTRICTED MATERIALS LIST.**

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

## 12. Sub-tier Supplier Management

Tier 1 Suppliers of Kohler are fully responsible for the quality of their sub-tier supply base. During product development, Kohler Supplier Quality will verify that all Tier 1 Suppliers have robust sub-tier management plans in place.

Expectations are:

- Tier 1 to have *basic knowledge* of the sub tier processes (Tier 1 does not have to be an expert).
- Verification that all specifications are understood and being met at all tier levels – ask Kohler for clarification if needed.; and
- All sub-tiers must have a quality system in place – PFMEA, Control Plan, process audits, 5S, standard work instructions, part handling, preventive maintenance, PPAP, etc. All sub-tier process approvals are the responsibility of Tier 1.

Even in situations where use of a sub-tier has been directed or consigned, the Tier 1 supplier has ultimate responsibility to ensure the final product is completely conforming. Any concerns must be escalated to Kohler as soon as possible for resolution.

For critical or complex projects, Kohler reserves the right to request on-site verification of sub-tier supplier processes. In these cases, Kohler will work through the Tier 1 Supplier to make arrangements.

As a Tier 1 supplier, think about Kohler's quality expectations of you – do not accept anything less from your sub-tiers.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

# 13. Glossary/Appendix

1. **AIAG:** Automotive Industry Action Group <http://www.aiag.org/>
2. **Business Group** – Organization of related Kohler subsidiaries, e.g., Kitchen and Bath Group; Interiors Group; and Hospitality and Real Estate Group.
3. **Certificate of Analysis (C of A)** – A quality record received from a supplier that indicates the results of specified tests on products performed before shipment. It may also indicate the performance of the process used to make the purchased goods or products.
4. **Customs Trade Partnership Against Terrorism (CTPAT):** A federal government program set up by the US Customs and Border Protection (CBP) that allows companies shipping goods and materials into the country to become certified as a low-risk security threat. Certification means that cargo can move more quickly through US customs checkpoints.
5. **Defective Material Report (DMR)** – Information only defect notification sent to the supplier to document defective material issues.
6. **EDI – Electronic Data Interchange:** Electronic transmission of purchase orders and invoices; (not facsimile transmission). The transfer of data between different companies using networks, such as the Internet. As more and more companies get connected to the Internet, EDI is becoming increasingly important as an easy mechanism for companies to buy, sell, and trade information.
7. **ISPM15:** International standards calling for wood packaging material to be either heat treated or fumigated with methyl bromide and marked with an approved international mark certifying treatment <https://www.ippc.int/servlet/CDSServlet?status=ND0xMzM5OSY2PWVuJjMzPSomMzc9a29z>
8. **Kohler Subsidiary** – Divisions or legal entities of Kohler, e.g., Plumbing Americas, Ann Sacks, etc.
9. **LEP (Leading Edge Procurement)** – Planning techniques used to control assets (inventory) such that processes optimize availability of material inventories at the manufacturing site to only what, when and how much is necessary. LEP processes include consignment, dock-to-shop, and demand/pull. The supplier may apply 'Just-in-Time' (JIT) manufacturing where product is “pulled” along to finish rather than conventional mass production “push” system. Application of tools such as Kanban (Japanese: signal) signals a cycle of replenishment for production and materials and maintains an orderly and efficient flow of materials throughout the entire manufacturing process.
10. **Non-Production Materials** – Materials that are not directly used for production, examples include MRO supplies, office supplies, Data, computer software and administrative materials.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
Printed copies are <b>uncontrolled</b> and may not be current. Check Kohler.com for the most current version		

- 11. Production Materials** – Materials used directly for production, metals, plastics, and chemicals. Components received from suppliers such as sub-assemblies, part samples, PPAP samples, etc.
- 12. Production Part Approval Process (PPAP)** – When required by the Kohler subsidiary or facility, the supplier may be asked to obtain part or component part approval via PPAP submission. The purpose of part approval is to determine if the suppliers understand all Kohler requirements and if supplier processes demonstrate the capability to consistently produce parts that satisfy the requirements. For further information, see AIAG and Group/Kohler subsidiary requirements.
- 13. Print Process Review (PPR)** – When required by the Kohler subsidiary or facility, the supplier may be asked to obtain part or component part drawing specifications review via PPR submission. The purpose is to review the supplier’s plan to measure and manufacture a part.
- 14. Regulations for the importation of wood packaging materials to the U.S.** – The regulations now incorporate international standards calling for wood packaging material to be either heat treated or fumigated with methyl bromide and marked with an approved international mark certifying treatment. For more information, please see the website at <http://www.aphis.usda.gov/ppq/swp/import.html>
- 15. Supplier Approval** – Pre-award process to determine capability and compatibility to support Kohler long-term plans and vision.
- 16. Supplier Corrective Action Request (SCAR)** – Notification of corrective action requirement from the supplier. SCARs usually require an initial reply within 24 hours of issuance.
- 17. Supplier Development** – Proactive program for development and continuous improvement which includes:
- a. Joint improvement projects
  - b. Identifying tools for continuous improvement
  - c. Supplier training
  - d. Supplier conferences
- 18. Underwriters Laboratories (UL):** A global safety science company, they test products and technologies for safety before they are marketed worldwide.

Title: Kohler Co. Global Supplier Quality Manual		Document No: GPI 2004
Revision: 5.0	Originator: Global Procurement & quality Councils	Effective Date: 5/5/25
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**Approval:**

Global Procurement Council  
Global Quality Council

**Revision History:**

<b>REV #</b>	<b>CHANGE</b>	<b>AUTHOR</b>	<b>DATE</b>
1.0	Initial release	L. McAdam	08/30/2005
1.1	Enhancement of 11.0 Supplier Request for Change (SRC)	L. McAdam	11/14/2008
2.0	Re-arranged sections about Supplier Change Request Added a new section for advanced containment Detailed definition of PPAP process	Global Procurement Council Global Quality Council	06/20/2013
2.1	GPI# changed from 3009 to 2004.	B. Fenner	01/27/2014
3.0	Updated SQM to reflect current Kohler's Supplier Quality practices used across all Kohler subsidiaries, added cost recovery section 5.05, revised Section 12 content	G.C. Wilson et al	01/15/2020
4.0	Updated weblink of Engines, Power Systems and Residential Power Supplier Group	G.C. Wilson et al	05/16/2020
5.0	Reviewed and revised to align with current practices reflecting updated procedures	Jose Armando Gutierrez Khushboo Parmar Shashank Khaire Radhen Mathuria	5/5/2025

Title: Kohler Co. Global Supplier Quality Manual

Document No: GPI 2004

Revision: 5.0

Originator: Global Procurement &amp; quality Councils

Effective Date: 5/5/25

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