

ATLET

Supplier Manual



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1 Introduction

1.1 Purpose of the Atlet Supplier Manual

Reliability in quality, communication and deliveries are key success factors for Atlet. Atlet's customers rely on our products being up running during operation hours as well as the trucks being delivered on time when a brand new warehouse is taking into operation.

The suppliers are one of the most important part of building Atlet's product offer for the market. Therefore the following cornerstones are defined to support the relationship between the Supplier and Atlet.

- MPA, Atlet Master Purchase Agreement which is the basic framework of the business relation
- Atlet Supplier Manual

This supplier manual is written for Atlet's present and potential suppliers. The purpose is to describe and define the concepts, documents and procedures that Atlet's suppliers must be able to manage in the business relation with Atlet. In order to shorten lead-time, develop new products, reduce cost and improve quality.

1.2 Atlet History, A man with visions...

For more than 50 years Atlet has developed new and innovative solutions for the internal material handling market. Operating from a head quarter in Gothenburg, Sweden, Atlet offers its customers an unrivalled range of fork lift and warehouse solution products including low-level pickers, pedestrian stackers and reach trucks.

The Atlet story began back in 1958 when Knut Jacobsson first established the company, by then called Elitmaskiner, in a two-bedroom apartment at Korsgatan in the centre of Gothenburg. This small business grew steadily over the next few years until it in 1964 moved to new premises more suited for production in Källered, just south of Gothenburg. Continued growth and expansion meant that further relocation of the business was required eight years later. This second move, to a newly built facility in Mölnlycke, provided the organisation with excellent possibilities for future growth. At this time the name of the company was also changed and Atlet, as we know it today, was born.

In 2007 Nissan Motor Co. Ltd., bought 100% of the shares in the Atlet Company. Until the Nissan take-over Atlet had more than 1000 employees and operations in over 30 countries. Atlet, as a part of the Nissan group, has a turnover of about 185 million Euros and is today producing about 7 500 units a year. Today, Atlet together with Nissan Forklifts, have about 2400 employees and produce more than 36 500 units a year, worldwide and with an annual turnover of 858 million Euros.

During its formative years as a company, Atlet manufactured hand pallet trucks and the first three of these machines were delivered in the autumn of 1958. A further 30 trucks were delivered in 1959 and the year after the production was doubled to 60

trucks.

At this time pedestrian stackers and reach trucks were dominating the internal material handling market but Knut was determined to bring innovation and something new to the sector. The result of this was the Stand Stacker, which offered lift capacities comparable with the reach truck but in more narrow aisles, all thanks to its patented side stabilisers.

At this relatively early stage Knut recognised the opportunities available in overseas markets and subsequently began to export the products, with fork lift trucks being first sold into Norway in 1962 and Holland two years later. This growing overseas business lead Atlet to establish its first subsidiary company in the UK in 1969, which was joined by a German equivalent in 1976. Today Atlet has additional subsidiaries in France, Benelux, Norway, Denmark and the US.

1.3 Atlet's Business philosophy

Atlet improves the profitability of the customer's internal material handling by offering user-oriented and ergonomic products including after sales support and related services.

1.4 Atlet's Quality Policy

Atlet must always strive to be a leader and an example in its sector. This effort and vision may be summarised as:

“Excellence in Warehouse trucks”

This vision should be an integral part of Atlet's leadership, organisation, products and services, and its everyday method of working.

The realisation of the vision will be concentrated to the customers, the processes and the staff.

The customers

Atlet should focus on the needs of the customer when making important decisions. Products and services should meet internal and external customers' specifications and expectations. Promises given must always be kept and the customer must always see Atlet as a step ahead of its competitors.

The processes

Atlet's method of working must be process oriented with focus on customer benefit, efficiency, zero errors, and acceptable profitability. By steadily improving processes, customer benefits and operating results will also be improved.

1.5 Atlet's Environmental policy

“Our company shall produce and sell warehouse trucks and supply services with regard to environmental aspects”

With regard to the environmental impact in the life cycle of the warehouse trucks and considering our environmental objectives, we aim for continual improvement and take our part of the responsibility for fulfilment of the Swedish National Environmental Quality Goals.

Long-term we will strive to be a frontrunner in environmental care, within the warehouse truck business.

The risk for hazardous environmental impact should be reduced at an early stage. In product development and purchase, we will cooperate with and make demands on our suppliers. In decisions, environmental aspects shall be considered along with quality and financial priorities.

Our handling of hazardous chemical products and waste, should ensure no environmental or health impact.

Environmental work should be characterized by openness towards both our employees and other external parties.

It is the management's responsibility to maintain competence and sufficient resources for fulfilment of the intentions in this policy. “

2 Atlet's Business Requirements

2.1 Master Purchase Agreement (MPA)

Atlet is aiming to have a frame agreement with all suppliers. This agreement is named Atlet Master Purchase Agreement. The agreement shall be mutually agreed before development work and serial deliveries are started.

2.2 Quality Development

Quality is top priority to Atlet. Quality shall be developed from the beginning starting with reviewing specifications and drawings to assure that parts are feasible to produce with high quality. With the initial sample procedure the supplier secure that serial production process gives the produced part expected result. If there are quality concerns during serial deliveries the follow-up tools and measurements are PPM and number of Claim Reports (CR:s). The 8D-procedure is used to follow-up Claims.

2.3 Environment

The supplier should have an Environmental Management System certificate, preferable ISO14000.

The Supplier shall have the knowledge and ability to fulfil the European regulation REACH and must submit information regarding SVHC-substances contained in parts supplied to Atlet.

2.4 Delivery & On Time Parts

The delivery time is of essence. Packaging, transport booking and delivery must follow the plans and call-offs from Atlet. Any deviation must immediately be communicated to Atlet and the supplier must take prompt actions to limit any delay.

2.5 Cost efficiency

Atlet needs to secure competitive costs in all areas. The parts' cost is the largest portion of the cost of a truck. Therefore the cost of the parts will always be highly focused. The supplier's input is to give proposals in quotes to improve costs before the part is released for production and to continuously reduce cost in processes and material throughout the lifetime of the part to secure that market cost always is maintained.

2.6 Drawings and Specification

During the development and preparation of service manuals there is a need to change information regarding specification, drawings and other documents. From time to time Atlet will require 3-d models from the supplier to carry out geometry studies on the truck. The confidentiality level shall be agreed in the MPA.

3 Quality Requirements for Direct Material Suppliers to Atlet

3.1 Evaluation of new suppliers

Before a supplier can supply parts for production purposes the supplier need to be approved by Atlet as a serial supplier.

3.2 Initial Sample Approval (ISA)

Before a new or changed part can be used in production the part need to be approved according to Atlet's Initial Sample Procedure. The supplier shall manufacture the parts used for initial sample according to the intended serial production process.

The purpose of the Initial Sample Process is to determine if all engineering design records and specifications are interpreted the intended way by the supplier and that the manufacturing process has the capability to produce parts consistently meeting these requirements.

The Initial Sample Procedure applies to all suppliers of production parts to Atlet. No series delivery of new parts may be dispatched until initial sample tests have been carried out and an approval in writing has been obtained from the Purchase Department at Atlet. This also applies for changed parts or processes.

The Initial Sample parts shall be produced under serial conditions. This means, production at the serial production site, using the production tooling, production fixtures and gauges, production process, production materials and production operators.

The supplier shall notify the Purchase Department of any planned changes to the design, manufacturing process or production site. Examples are indicated in the table on next page.

Upon notification and approval from the Purchase Department, and after change implementation, Initial Sample submission is required unless otherwise specified.

Examples of changes requiring notification	Clarifications
1. Use of other construction or material than was used in previously approved part.	Use of alternative material that is equal with the previous approved material.
2. Production from new or modified tools, dies, molds, fixtures etc. This also includes arrangements or upgrades to increase the capacity, performance etc.	This requirement only applies on tools, fixtures etc where the unique form or function has a major influence on the final product. It is not meant to describe standard tools or standard equipment.
3. Production from tooling or equipment transferred to a different plant site	Production from another site but same supplier.
4. New sub supplier for essential parts	This requirement applies to unique parts for Atlet. It does not apply to standard parts such as screws and nuts.
5. Product produced after the tooling has been inactive for twelve months or more	This requirement does not apply to service parts.

3.3 Initial Sample Requirements

3.3.1 Initial Sample Warrant (ISW)

Upon completion of all Initial Sample requirements the supplier shall complete the Initial Sample Warrant, ISW. Separate ISW shall be completed for each part number if not agreed with the Purchase Department.

The supplier shall verify that all measurements and test results show conformance with the specifications and requirement and that all required documentation is available and submitted as appropriate. A responsible official from the supplier shall sign and confirm that the parts meet all specified requirements. The ISW shall be signed and scanned. The signed ISW is submitted electronically together with the other required documentation.

Depending upon the reason for Initial Sample Submission we might also require submission of the following documents

3.3.2 Process Flow Chart

The supplier shall have a process flow diagram that clearly describes the production process steps and sequences. For similar parts a generic Process Flow Chart is accepted if the parts are produced in the same or a similar process.

3.3.3 Process Failure Mode and Effects Analysis (Process FMEA)

The supplier shall develop a Process FMEA or any similar risk evaluation summary to prevent failures in the chosen process. The Process FMEA shall be based on and include all process steps described in the Process Flow Chart.

For similar parts a generic Process FMEA is accepted if the parts are produced in same or similar process.

3.3.4 Production Control Plan

The supplier shall have a Control Plan that defines all methods used for process control. The Control Plan must be based on the outcome from the Process FMEA. The Control plan shall specify how the control of the production process is planned and will be a base for work and control instructions. For similar parts a generic Control Plan is accepted if the parts are produced in the same or a similar process.

3.3.5 Dimensional Results

The supplier shall provide evidence that dimensional verifications have been completed and results indicate compliance with specified requirements. The supplier shall have dimensional results for each unique manufacturing process. The supplier shall record all actual dimensional results and characteristics. The result shall be documented as a dimensional result, not just an OK/NOK.

3.3.6 Material and Performance Test results

The supplier shall perform tests of all parts to show evidence that the part meet all requirement in the specifications. The supplier shall also make clear how the test was performed. E.g. test method, applied standards, test lab used etc.

3.3.7 Material Certificate

The supplier shall provide a material certificate for materials specified on drawing/specification. The material certificate shall show compliance with the specified material standard. See also EN 10204-2.1

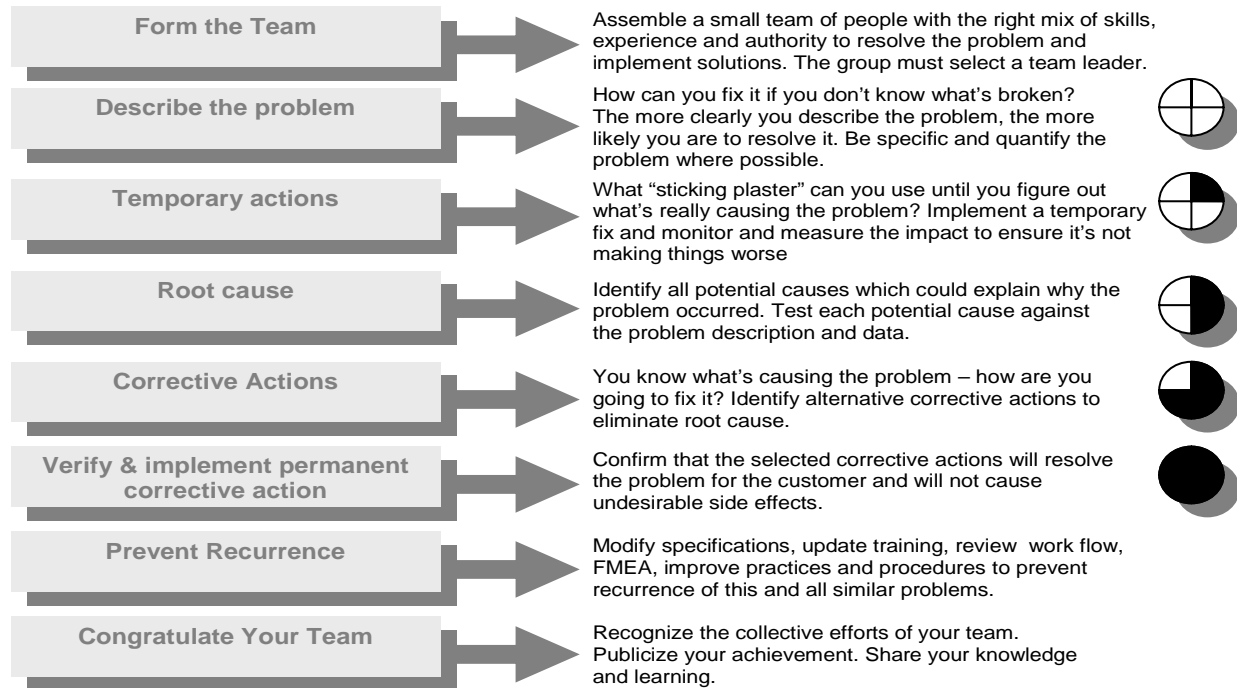
3.4 Handling of non-conforming parts

- In case of non-conforming parts Atlet will issue a CR(Claim report)
- Supplier shall have a receiving procedure for CR-reports to secure that a CR is taken care of without delay i.e. a non-personal e-mail address.
- In case of a CR-report the supplier must acknowledge the receipt of the CR to the issuer at Atlet without any delay.
- The CR resolution shall be tracked and reported using the 8D-process
- The problem resolution reporting to Atlet should be done in the 8D-template provided by Atlet
- An answer with short term actions is expected within 3 working days. Step 1-3 in the 8D-report
- An answer with long term actions is expected within 10 working days. Step 4-8 in the 8D-report
- The Supplier Quality Performance is followed-up with the performance indicators PPM and Number of CR:s

3.5 Explanation of the 8D-process

The 8D is a systematic way of solving problems:

8D-The Eight Disciplines



4 Purchasing procedure and order types

4.1 Open Purchase Order

The Open Purchase Order is the document indicating the agreed supply commitment between Atlet and its suppliers. Each part will be added to an Open Purchase Order. On each Open Purchase Order will be shown the following data:

- Atlet's part number and description
- Lead time for each part number
- Price for each part number
- Firm order time
- Planned order time for each part number
- Payment Terms
- Delivery Terms

Firm order time, Planned order time and Forecast are time periods that together add up to one year and indicates the need Atlet has for parts. Within the firm order time, nothing will be changed concerning the order parameters. Call offs of Open Purchase Orders are usually sent via EDI.

4.2 Single Purchase Order

Atlet may also send Single Purchase Orders for parts bought as Special Design material or Truck Individual Specific material (i.e. length varying parts). These orders are usually sent via EDI, e-mail, mail or facsimile.

4.3 Request for Quotation (RFQ)

When asking for prices on parts, Atlet uses a Request for Quotation (RFQ) form. The reason for sending out an RFQ could for example be:

- Implementing a new part
- Changes in circumstances of existing parts
- Benchmarking activities

This means that the supplier may receive RFQ:s on both its existing parts and new parts.

The RFQ contains three sheets. If nothing else is stated in the RFQ, all three sheets must be completed. In the first sheet all information necessary to quote the parts can be found. There is also a part where the supplier shall document the feasibility review remarks and design change proposals in order to improve cost and quality.

The second sheet contains cost break down charts for parts and tools. It is vital that these are completed to get a better knowledge about cost and cost drivers. This has benefits to both Atlet and the suppliers as it identifies areas of potential improvements, hence giving the supplier a possibility to improve its processes. It is also a good tool for monitoring improvements that are being implemented.

New suppliers to Atlet complete the third and last sheet, so that Atlet can get a first understanding of the supplier quoting.

4.4 Feasibility review

The supplier has to make a systematic analysis of drawings, technical regulations, standards and other purchasing documents, to monitor and assure the manufacturability for each characteristic, and to give alternative designs when suitable or necessary to guarantee the quality of the part.

The result must be documented and attached to the RFQ when submitted, with notification of all concerns and possible improvements found. Additional to the result the supplier is to complete the *Manufacturing Feasibility Review* within the RFQ.

4.5 Prototypes

Prototype parts are parts used for prototype builds, design validations or engineering evaluations. Therefore it is essential that prototypes are within specification.

In order to support the evaluation process it is important that all supplied prototypes are submitted with documentation according to Atlet's requirements. These documents could for example be:

- Measurement protocol
- Material specification
- Test results

5 Forecasts & Material call offs

The yearly purchase volume is communicated to Atlet's suppliers by Open Purchase Orders. The material call offs and forecasts are presented by delivery plans (batch orders) and Purchase Orders (machine specific orders). Forecasts and delivery plans shall be transferred to tier 2 suppliers to secure that every step in the supply chain has correct information regarding planned production volumes.

5.1 Delivery plan

A delivery plan is sent by Atlet's Material Planning Department at minimum once a week.

The delivery plan is split into

- Firm orders: The delivery date is fixed and Atlet expects the delivery to be performed accordingly.
- Planned requirements: Atlet makes a commitment to buy the material, but the version of the drawing may be changed.
- Forecasted requirements: This section represents the forecasted material requirements one year ahead.

The horizon of each section of the delivery plan is individual for each part number. The firm order period reflects the fixed lead time of the part number.

5.2 Purchase Orders

Call offs for material to specific production units is presented by Purchase Orders. The Purchase Orders are sent by Atlet's Material Planning Department to the suppliers as soon as the requirement is known. The requested delivery date correlates to the production date and Atlet expects delivery to be performed accordingly.

6 EDI

The purpose of using EDI is to secure the information flow and to achieve efficiency in Atlet's and its supplier's order administration.

Two types of EDI are used by Atlet, web-EDI and fully integrated EDI.

It is Atlet's intention to communicate order information to all suppliers via EDI.

6.1 Web-EDI

Web-EDI requires no system installation at the supplier, and is accessible via Internet. The order information (forecasts, call offs etc) is presented on a website, where also the delivery note is created by the supplier.

The set up is managed by Atlet, and the supplier will be introduced to the system by Atlet's EDI-partner.

Web-EDI is free of charge for Atlet's suppliers.

6.2 Integrated EDI

Integrated EDI requires a set up at the supplier, including server, EDI converter etc. The specifications of the EDI messages are provided by Atlet. The supplier's advantage is a direct flow of information to / from its business system, with less manual order administration.

7 Deliveries to Atlet

7.1 Delivery terms

The standard delivery term for production goods to Atlet is FCA (Supplier plant) INCOTERMS 2000. Transportation must be booked with the freight company specified in the order, and Atlet SOP Inbound, unless otherwise agreed.

7.2 Atlet Inbound Transport

Atlet Standard Operation Procedure (SOP) Inbound Transport describes booking procedures, transport services to use and Atlet transport customer number. Every supplier with delivery term FCA Incoterms 2000 receives a supplier specific Atlet SOP Inbound Transport when implemented.

ATLET		SOP		Rev. Date: 2010-02-16	Valid from: 2010-01-01
		Inbound Transport			
Atlet Standard Operation Procedure – Inbound Transport				Page: 1 of 1	
Supplier:		Supplier no:			
Issued by: Intrans, Inlogistics, E-mail: Simon Wikstrand, +46 31 98 4074, simon.wikstrand@atlet.se					
The purpose of this document is to assure that Atlet's suppliers are informed of valid transport agreements between Atlet and its forwarder.					
<ul style="list-style-type: none"> Addresses 					
Loading address		Delivery address			
		Atlet AB Products / Parts Metallvägen 9-11 SE-435 33 Mölnlycke			
Always mark the goods with sender, consignee (Atlet Products or Atlet Parts) and number of packages per consignment.					
<ul style="list-style-type: none"> Terms of delivery: INCOTERMS 2000 Transport schedule 					
+ Booking shall be made to latest 12.00 the day before pick up.					
Booking	Pick-up	Arrival	Arrival time		
Exceptions from scheduled pick-up days must be confirmed by material planner at Atlet through e-mail. Not confirmed transports must be booked on supplier's expense.					
<ul style="list-style-type: none"> Booking routine 					
Transport Booking shall be made via to and contain the following information:					
<ul style="list-style-type: none"> Number of packages; Type of load carrier; Weight & Measures per package; Stackable or not; Delivery day and time according schedule above. 		<ul style="list-style-type: none"> Loading meters; Pick up day, opening hours; Destination; Loading address. 			
Mark CMR-documents with arrival time and day according to schedule above.					
<ul style="list-style-type: none"> Deviation routine 					
The supplier shall contact Atlet and by e-mail the same day as requested pick up if any of the following deviations occur:					
<ul style="list-style-type: none"> Absence of pick up; Only part of shipment picked up; Other problems when loading. 					
<ul style="list-style-type: none"> Logistics Contacts 					
Contact:		Contact:			
E-mail:		E-mail:			
Phone:		Phone:			
Atlet AB Products		Atlet AB Parts			
Contact:		Contact:			
E-mail:		E-mail:			
Phone:		Phone:			

Supplier name and number

Agreed loading and delivery address

Transport schedule describing booking day, pick-up day and arrival day and time to Atlet.

Necessary transport booking information

Deviation routine

Contact information to companies and people involved in the supply chain.

7.3 Deliveries

Delivery must take place, i.e. the goods must be collected by the forwarding company, on the day specified on Atlet's order and in Atlet SOP Inbound Transport. The forwarder need to receive transport booking no later than the time and day specified in Atlet SOP Inbound Transport. All part must be delivered to the goods address specified on Atlet's order.

If there is a risk of delay, the responsible material planner must be promptly notified. Such notification does not mean that the supplier is exempted from compensation Atlet may claim in the event of delivery delays and possible disruptions to production.

If there are shipments to Atlet Products and Atlet Parts on the same day, supplier shall send all part in one shipment and with Atlet Products as consignee. Note that part to Atlet Parts must be marked with Atlet Parts.

7.3.1 Delivery precision

All Atlet suppliers are evaluated against their On Time Parts (OTP) performance. The measurement is calculated with the actual receiving date compared to the delivery date on the order/call-off.

7.3.2 Premium freight deliveries

Premium freight deliveries to Atlet must be booked according to instructions by the responsible material planner. If an emergency delivery is due to a delay or other circumstance caused by the supplier, the supplier books this transport at its own expense. In both cases, the supplier must notify Atlet of the relevant consignment note number for the delivery and planned delivery time.

7.3.3 Loading and unloading

Part to Atlet must be loaded onto trailer in order to be able to be unloaded from the rear of the trailer, unless other is agreed. All part must also be loaded to facilitate unloading at Atlet.

8 Packaging

Goods that are supplied to Atlet must, as far as possible, be fully protected during transport and storage by packaging such as pallet collars, lids, plastic film, etc. Foam and cardboard shall be used to protect parts from scratches and other strains during transport and storage.

8.1 Packaging material

8.1.1 Volvo packaging material

Atlet has the intention to use Volvo packaging material from its larger suppliers. Suppliers that are to use Volvo packaging material will be notified.

The usage of Volvo packaging material is associated with the following costs:
Transaction cost, Rental cost and Replacement cost.

Transaction cost

Transaction charges that are connected to the usage of Volvo packaging material are born by Atlet through a Payment agreement signed by Atlet.

Rental and Replacement costs

Charges for stock hire and replacements that occur when packaging material are stored more than 3 weeks and when packaging material is lost are born by the Supplier.

Implementation

When Atlet and the supplier have agreed upon Volvo packaging material, Atlet send an order of implementation to Volvo Logistics. For implementation Atlet initially need contact information to the person in charge of packaging at the supplier.

Volvo logistics then contacts the supplier and arranges for the implementation.

Supplier has to:

- Fill in User information form;
- Sign User contract;
- Perform an online test.

Usage

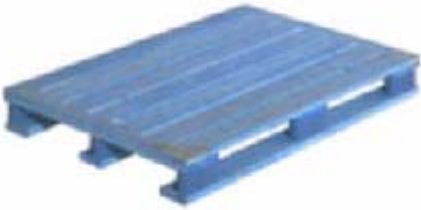


Suppliers who use Volvo pallets order these via Volvo's packaging pool.



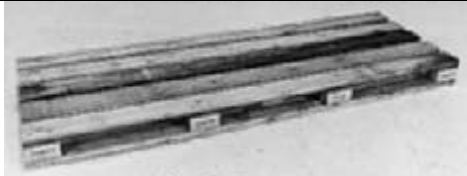
https://vlcportal2.volvo.com/vlc_portal/

When using Volvo's packaging, Volvo's instructions must be followed. For all shipments in Volvo packaging material a PMR delivery note must be attached with the part describing quantity and types of packaging material used.

Packaging types

For deliveries Atlet uses the following packaging types from Volvo Emballage pool:

Packaging No:	Description	Picture
V-emb 1	Pallet	
V-emb 21	Collar	
V-emb 71	Lid	

V-emb 81		
V-emb 500	Small box	
V-emb 750	Box	
V-emb 701	Long pallet	

8.1.2 Other packaging material

Atlet does not accept costs for pallets and/or packaging material from any supplier unless this is specially mentioned in a written agreement that is signed by both parties. Only pallets, collars and lids of good quality may be used for shipments to Atlet.

8.1.3 Specialized packaging material, Racks

For frequent and delicate parts Atlet will develop returnable racks in cooperation with the supplier. Racks are owned by Atlet and returned in predefined quantities.

8.2 Packaging instruction

Goods for Atlet may only be packed with one part number or kit number per load carrier, unless otherwise agreed. Goods for Atlet Parts must be packed separately at all times.

If the ordered quantity is greater than the number in the packaging instructions, additional load carriers of the same type must be used.

Goods being sent to Atlet must be delivered in accordance with the packaging instructions. If there are no packaging instructions, the goods must be delivered in appropriate standard packaging according to the table below.

Pallets must also when needed be strapped with plastic stapes and clearly marked with Atlet part number, order number and row number. Each package must clearly show number of parts per package.



Packaging type	Max Dimension	Max Weight
EUR Pallet	120 x 80 x 80	800 kg
V-emb Pallet	120 x 80 x 80	800 kg
Boxes		25 kg

At all times parts must be packed to minimize risk of scratches and damages during transport and storage. If needed foam, cardboard etc shall be used to ensure packaging protection.

If supplier finds any packaging instruction insufficient they shall contact Atlet to in consultation with supplier update or create a packaging instruction.

ATLET	PACKING INSTRUCTIONS	2010-02-16	
Sino Wilstrand			
PALLET PACKAGING	OTHER PACKAGING	SPECIAL PACKAGING	

The pallet boxes shall be fitted with a lid, strapped with plastic straps and also marked clearly on the outside as per Atlet Instructions.]

Atlet part number

Atlet part name

Supplier name and number

Pallet, other and special packaging material to use

Packaging description and pictures

8.3 Goods labelling

All load carriers must be marked with a load carrier label on the short side, unless otherwise agreed. For boxes, a label must be placed on both sides for easier

identification. Any labelling of goods for Atlet must be evident and visible for smooth handling.

If the supplier is connected to Atlet's Web EDI system the goods must be labelled with the goods label automatically generated by the system. If not the label must contain the following information:

- Atlet part number and name
- Atlet Order number and row number



Atlet Goods label

Transport label

8.4 Delivery note

All shipments to Atlet must be delivered together with a delivery note. The delivery note must contain Atlet part number, order number and row number. It shall be fixed to the goods in a plastic case.

If the supplier is connected to Atlet's Web EDI system, a delivery note is automatically created when the supplier advises shipment to Atlet.

9 Supply of Spare Parts

Atlet's spare parts policy sets out that the availability of spare parts of serial standard is guaranteed for at least 15 years after one of Atlet's products has ceased serial production.