



Volvo Cars Quality Excellence (VQE) - Award Notification

Date: 2014-05-23
Subject: VQE Award Notification
To: Ralf Jakubiak, Plant Manager

Dear Mr. Jakubiak,

We are pleased to inform you that, Kayser Automotive Systems, with Site Code EUABA, has fulfilled all VQE requirements and therefore achieved the VQE Award. We appreciate all hard work involved and ask you to communicate our appreciation to all involved personnel. As a sign of our appreciation we would like to have an Award ceremony together with you in the near future.

Achieving and maintaining the VQE status is a proof of the manufacturing site being among the best in the industry.

Manufacturing sites with maintained VQE Award status are considered as suppliers of choice and will be considered for new business with VCC in the future.

The partnership between the VQE manufacturing sites and VCC is a key enabler in providing high quality products that meet and exceed our customer's expectations. The VQE Award is the start of our joint strategic journey towards zero quality defects.

Thank you for your commitment regarding quality and congratulations to the well-deserved VQE Award.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael Hermansson", written over a horizontal dashed line.

Michael Hermansson,
Vice President,
Supplier Quality Management

A handwritten signature in blue ink, appearing to read "Martin Lidén", written over a horizontal dashed line.

Martin Lidén,
Vice President,
Purchasing